

PRINTERS' INK

Registered U. S. Patent Office

Issued weekly. Subscription, U. S. A., \$3 a year. Printers' Ink Publishing Co., Inc., Publishers, 185 Madison Avenue, New York, N. Y. Entered as second-class matter June 29, 1893, at the post office at New York, N. Y., under the Act of March 3, 1879.

VOL. CLIX

NEW YORK, MAY 5, 1932

No. 5

Merchandising Sense as Substitute for Fancy Writing

Some Elementary Copy Principles, Stated in a New Way, That Will Help Move Goods in These Times

By Charles P. Pelham

Vice-President, Fuller & Smith & Ross, Inc.

THERE appeared in a "Save-the-Surface" advertisement a few years ago a heading that should be framed and placed in front of every copy writer:

"Words—Words—Words—Give Me Something More Than Words"

If there ever was a time when advertising should take a good look at merchandising as a substitute for words, it is today.

More merchandising sense in the planning and writing of advertising will undoubtedly be the next step in the rapid development of this young, open-minded member of the business family.

One thing seems certain. We are going to have less art for art's sake and more pictures that sell; less "fancy" writing and more plain but convincing copy; less bother and fuss about "atmosphere" and more thought about folks and their pocketbooks; less fiddling around to get an "effect" and more sweating to get an order; less thinking about winning gold medals and more digging to make ads pay gold dollars to the advertiser.

Will increased merchandising-mindedness in advertising as against pretty pictures and fancy words accomplish such results?

Will a newspaper report of a "wet" speech by Al Smith be read by more people than an essay on the art of genteel drinking?

Will a rare piece of "keep hands off" Ming in the Metropolitan Museum mean as much to Mrs. Massillon Ohio (visiting New York) as a new thirty-six piece dinner set at Macy's for \$8.49?

It would not be wise for advertising suddenly to go middle-class. Extremes are dangerous and annoying. Nor is it necessary. Merchandising can be high-hat and successful. But first and last it must be practical.

For instance, it's quite possible that there has been too much advertising created (psychologically speaking) on or near Park Avenue—too many campaigns written to please a finely developed writing instinct.

Such copy might belong in essence, but our merchandising sense questions whether it will *sell average people* something to eat, or wear.

Again, it might be a good time for advertising to get better acquainted with the "provinces" and the life, likes, pocketbooks and wants of the people who live around the corner from Main Street.

Why? Because nearly three-fourths of our total population lives on or near Main Street; 60 per cent of it is geographically rural or small town. And at least 15 per cent more is psychologically so, in simplicity of living and viewpoint.

In spite of researches, consumer surveys and average mentality facts, considerable advertising must fail in making a genuine impression on many *average* American families.

How many men wear dinner coats in Spartanburg, S. C., when dining with friends? A village? No—a city of 30,000. I wonder, too, how many people in Redwing, Minnesota, understand the meaning of "delectable," "imimical," "subtle," "naive," and "intriguing"?

Some of these days drop into the town where you were born and raised. Meet the old friends. Look through the magazines with them. See how many know the difference between photographs and paintings in the advertisements.

You may be amazed that so many normal, intelligent people can't tell the difference—"just never paid any attention to it, I guess."

Talk to them. First as a human being. Later, start talking about any product as a dyed-in-the-venege copy writer.

"What's gone wrong with Harry?" If they don't say it, they'll look it. If extremely polite, they'll just think it.

"Why are so many ads filled with fancy words?" observed a very sensible and intelligent young matron recently. A college graduate, too! And the six people in the room agreed with her all too heartily. Strange! These same people may like "fancy" worded speeches at the Chautauqua, but not in ads for soap and soup.

In 1932 and in the years to come, fancy words won't do. They won't do for the advertiser because they won't do anything to consumers.

Penetrating the Average American Mind

What is needed are *ideas* that merchandise the desirability and usefulness of a product so vividly and dramatically that it penetrates the casual, average American mind. Which simply means there is a job to be done in advertising. The same job that modern marketing demands from 1932 manufacturing and selling—the application of *merchandising-thinking*.

If merchandising-thinking is a logical improvement over words, words, words, then we shall see fewer advertisements that *merely publicize* a brand or product and more that *sell it*.

In the past most advertisers have been satisfied with "brand strength" as a primary result of their advertising investment. "Brand strength," "acceptability," "consumer consciousness," "dealer receptivity," "lessened sales resistance" are all worth-while aims, but they will not satisfy merchandising-minded advertisers in the highly competitive years ahead.

Advertising Must Do More Than Publicize

"Sell off the sheet" is an expression we are going to hear more and more. And it will come from merchandising-minded agency men who are determined that advertising shall do more for products than publicize them.

Easy? By no means. And that is undoubtedly why you can find so many advertiserents that depend too much upon this formula:

1. Glorified picture of product
2. Assorted, fine and fancy words
3. Name plate and signature slug
4. Serve with or without border and slogan, according to taste.

As against such ineffective use of printer's ink, good white paper and advertising dollars, think of the few advertisements that give you a real reason for *spending* your dollars, for *demanding* a given brand or that make you *want* the product so much that you put it down on your shopping list.

There is a need for advertising that leaves no question in your mind about which brand you're going to buy or about buying it. That should be the contribution merchandising thinking can make to advertising—the effort to make a *complete sale*.

In advertising you have undoubtedly read advertisements that interested, convinced and even "sold" you but still did not cause you to buy and consume.

What was missing? Merchandis-
(Continued on page 91)

Autocratic Power Given Trade Commission by Walsh Bill

All-Inclusive Provisions Introduce Possibility of Rigid Advertising Censorship

U. S. SENATE BILL 3256 hasn't received the attention that its immodestly conclusive provisions deserve.

Introduced by Senator Walsh, of Massachusetts, it is intended, to quote from its preamble, "to protect and foster trade and commerce, to supplement the powers of the Federal Trade Commission, and for other purposes." A careful reading of the bill indicates that one of the "other purposes" may be to save the wounded feelings of the Commission and renew its wings that have been so badly clipped by recent court decisions.

Little Chance of Bill Being Passed

Although the bill is still in committee it is being watched closely by a number of associations, among them the Association of National Advertisers, which has recently sent a lengthy bulletin to its membership analyzing the bill's provisions. Although there is perhaps little chance of the bill's passage during the present Congress it indicates a serious trend that should be diverted.

Dealing with "unfair methods of competition" the bill includes the following specifically under such methods:

"All acts of every kind and nature which might tend to mislead or deceive competitors, the public, or the ultimate consumer, such as misstatements, express or *implied*, oral or written, whether contained in *letters*, *circulars*, *advertisements* or *on labels*, *containers*, or otherwise, as to the quality, purity, or condition of the goods, offered for sale; or as to the weight, measure, numerical count or content thereof in any package or container; or as to the nature, character, or identity or relative or effective quantity of the raw materials or ingredients or the process or conditions entering into the manufacture or production

thereof; or as to the capacity, equipment, or advantageous location or special ability of the manufacturer, producer, or seller thereof . . . or as to the use to which the same may be applied; or as to the effect produced by the use thereof; or as to the use thereof being made by others; or as to the tests, endorsements, or certification thereof by others; or as to the voluntary nature of paid testimonials not clearly designated as having been paid for . . . or as to the price charged being a reduced price when it actually is not; or as to the price being actually charged therefor; or as to the giving of goods or services free or at a reduced price when the value thereof is actually included in the price of other goods or services sold in combination therewith; or as to the general sale of goods at reduced prices, when such reduced prices actually only affect certain items of goods known as leaders, and other goods are being sold or offered for sale by the same seller at the same time at prices in excess of the usual or the customary or the fair price thereof."

Any observer of the recent activities of the Commission will appreciate keenly the broad-minded spirit with which that body would exercise its powers, particularly when the interpretation allowed it is so broad as the terms "*implied statements*," "*express or implied*," "*tend to mislead and deceive*," etc.

Gives Commissioners Broad Powers

Another passage says:

"These terms also specifically include . . . all specific methods of competition and specific trade practices which may from time to time be designated as unfair by the Commission as a result of any rule, resolution, code of ethics, or statement of practices adopted at any conference that may

be conducted by the Commission with persons or groups of persons in any industry or any branch of industry, or as a result of investigations conducted by the Commission."

This passage would seem to give the Commissioners the most complete dictatorial powers. They have only to "confer with a group" or "conduct an investigation," decide for themselves that a practice is "unfair competition" and that decision then and there becomes law, subject only to the finding that the act is unconstitutional. Under such provisions, a critic of the bill points out, none but the most conservative manufacturer could initiate merchandising activities without fear that they would be nipped in the bud.

Bill Would Affect Publishers

Nor would publishers themselves be exempt, this critic adds. It might not be hard for a group of periodicals whose circulations are maintained with little effort to convince officials that this or that subscription method is unfair under the terms of the bill. No burden would lie on the Commission even to hear the views of the offending publication.

Another provision with unpleasantly sharp teeth says:

"The findings of the Commission as to the facts, if supported by testimony, shall be conclusive, and a determination by the Commission that a specific method of competition or a specific trade practice is unfair shall be considered a finding of fact, and as such, if supported by testimony, shall be conclusive."

Obviously the bill gives the Commission power to control activities that are already being taken care of by other Governmental agencies. For instance, it gives the Commission supervision over food and drug labels, a supervision that is now being exercised with plenty of stringency by the Department of Agriculture under the provisions of the Pure Food and Drugs Act. If the purpose of the bill is to "protect the public" its passage would give the public a multiplicity of

protection for which it might pay dearly in the form of taxes.

If the Commission were to exercise fully the powers granted to it by S.3256 many perfectly legitimate forms of sales and advertising aggressiveness might become seriously handicapped. The history of the Commission, studded though it is with defeats at the hands of the courts, has indicated that even where it has been proved wrong again and again its ability to hale advertisers before it has a stifling effect upon legitimate competitive practices.

The latter part of the bill is designed to follow out some of the numerous recommendations made by business leaders and such organizations as the Chamber of Commerce of the United States and the American Bar Association regarding the possibility of giving some Government body power to ratify trade agreements in advance. It does not repeal the anti-trust laws but allows the Commission to exempt approved acts from the provisions of those laws.

The bill permits the Commission, for instance, to give advanced approval to contracts to curtail production and to "other forms of contract that may be necessary to the complete stabilization of industry, provided such contracts are in the public interest."

The quotation is from a lengthy statement of Senator Walsh in introducing the bill. At no point in this statement does the Senator refer specifically to the provisions concerning the censorship of advertising or the other features which are so objectionable to advertisers.

Perhaps the greatest danger lies in the fact that there has been so much agitation for some form of Government approval of acts now contrary to the anti-trust laws that the bill may win the favorable endorsement of business leaders who will not realize the dynamite inherent in the censorship provisions.

Neither the United States Chamber of Commerce nor the American Bar Association has endorsed the Walsh bill nor has either organization gone on record as being in

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READER-FAMILIES



Read Journal or Bulletin

The Providence Journal and Bulletin, practically without Rhode Island competition in the morning and Sunday field, continue a steady enlargement of dominance in evening circulation.

Six months statements published April first, record a combined circulation of 133,738, an increase over a year ago; and provide an interesting picture of the local evening trend:

Providence Evening Newspapers

6-YEAR TREND:

6 Mos., Mar. 31, 1926: 6 Mos., Mar. 31, 1932:

Evening Bulletin . . 68,815 Evening Bulletin . . 90,703

2nd Eve'g Paper . . 29,123 2nd, 3rd Papers . . 29,172
(Now Consolidated)

3rd Eve'g Paper . . 21,719 **Bulletin GAIN . . 21,888**

***The PROVIDENCE
JOURNAL and BULLETIN***

Dominating New England's Second Largest Market

CHAS. H. EDDY CO. Representatives R. J. BIDWELL CO.
Boston • New York • Chicago • San Francisco • Los Angeles • Seattle

favor of the entire bill. The Chamber of Commerce in particular should be particularly careful in analyzing the entire bill, since the censorship provisions would have a shackling effect on the activities of many of its members.

James A. Horton, assistant chief examiner of the Commission, talking recently before a group of advertisers, publishers and advertising agents in New York City, disclaimed any desire on the part of the Commission to exert any censorship over advertising. Questioned directly by an advertising agent as to the Commission's interest in the Walsh Bill he sidestepped the question by saying that the Commission will not, of course, push action on any bills having to do with the extension or limitations of its own powers.

A reading of the bill, however, makes it pretty obvious that the Commission would not be at all averse to having its powers extended to cover almost any kind of regulatory work. Certainly if S.3256 were to become a law, advertising would be subjected to the most rigid censorship and would find itself writing copy or initiating merchandising ideas that might be hailed as unfair, depending upon the whims of the Commission.

At a time when the costs of Government are a matter of serious concern, when every Governmental agency is coming under the closest scrutiny, perhaps the introduction of the Walsh Bill will be of real service to the country. It should bring sharply to the attention of anyone connected with advertising, whether he be publisher, advertiser or advertising agent, the fact that the Federal Trade Commission, unless curbed, is likely to exert an extremely harmful influence on the return of prosperous conditions.

As a New York attorney recently suggested in a letter to a client, "As far as the Federal Trade Commission is concerned, far from enlarging its powers, it is my honest belief that there could be hardly anything which would be a better thing for American business than the complete elimination of the Federal Trade Commission.

Even in my own experience, since the Commission was organized, when I look back at the thousands of dollars that it has cost my clients defending proceedings and actions, and contrast this with the results that the Commission has ever been able to obtain, it is perfectly disgusting."

E. W. Macavoy and M. R. Herman Join Maxon

E. W. Macavoy and M. R. Herman, formerly executive vice-president and vice-president, respectively, of Lyman Irish & Company, New York, have joined the New York office of Maxon, Inc., advertising agency, in executive capacities. Mr. Macavoy was at one time vice-president and merchandising director of the Andrew Cone General Advertising Agency, Inc., New York. Mr. Herman was at one time vice-president of Albert Frank & Company, of that city.

Hanrahan and Warner, Joint Owners, "Arts & Decoration"

John Hanrahan and Eltinge F. Warner have assumed joint ownership and control of *Arts & Decoration*, New York. Mr. Hanrahan has become publisher and will actually direct the management of the magazine. His other activities and associations will continue as heretofore. Mr. Warner will continue as president of the corporation.

Joseph A. Judd will continue with *Arts & Decoration* as Eastern advertising manager.

G. S. Fowler with Newell- Emmett

George S. Fowler has joined the executive staff of Newell-Emmett Company, Inc., New York. He recently resigned as president and director of the Pictorial Review Company. Previously Mr. Fowler had been vice-president in charge of sales of The Simmons Company and before that was with the J. Walter Thompson Company for more than three years in an executive capacity.

Paramount Appoints Lord & Thomas and Logan

The Paramount Publix Corporation, New York, Paramount Pictures, has appointed Lord & Thomas and Logan, advertising agency, to direct its advertising account. This appointment is effective July 1.

Joins Kenyon & Eckhardt

Edith Fraine Martin, for two years merchandise editor of *Women's Wear Magazine*, now *Style Sources*, and at one time merchandise promotion manager of L. P. Hollander & Company, has joined the copy staff of Kenyon & Eckhardt, Inc., New York advertising agency.

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COVERS

Milwaukee Walks Off With the Laurels

MILWAUKEE won first honors in the U. S. for its 1931 health record—has won first place twice in the three years the contest has been held!

• • • •
Won first honors in the U. S. for 1931 fire loss reduction—the second time it has won this contest!

• • • •
Nationally recognized as the best governed large city!

• • • •
Famous for its 1932 cash balance—leading all cities in the solvency of its finances!

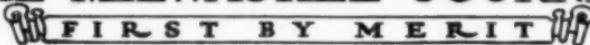
• • • •
Protected by the nation's most efficient police force!

• • • •
Growing faster than all but two of the large cities!

• • • •
Leading Detroit, New York, Chicago, Cleveland and other competing cities in the rate of industrial growth!

• • • •
High standards of living, stability and growth make Milwaukee an outstanding market for sales today and an ideal market in which to build for the future.

THE MILWAUKEE JOURNAL

 **FIRST BY MERIT**

COVERS 80% OF THE BUYING POWER IN GREATER MILWAUKEE

If Advertisers Should Strike

125,000,000 People Would Then Be Deprived of Important Educational Element, Says Kellogg

[EDITORIAL NOTE: Dwight H. Mahan, general sales manager of the Kellogg Sales Company, sends us a copy of a bulletin which, under date of April 28, he has sent out to members of his staff. It sets forth the case for advertising with special reference to the peculiar needs of these times in such a forceful way that we are here printing it in full.

On that part of the bulletin referring to advertising paying the cost of most adult education, Mr. Mahan pencilled in the following memorandum: "This is a new slant."

New or otherwise, it is decidedly interesting as showing how one leading advertiser is willing to speak affirmatively and emphatically in behalf of advertising when some others seem to be inclined to show up its faults and disguise its virtues.]

THIS is a very important bulletin. Please read it very carefully and keep it where you can refer to it from time to time.

In times of economic stress, such as 1930, 31 and 32, there are many people who struggle vainly against conditions they cannot control. They become generally more and more willing to listen to all sorts of theories and isms. With the general upheaval in both political and social economies, following the war, and the readjustment period, there appeared such vast changes as Russia.

Recently in this country, the outstanding battle is between chains and individuals and voluntaries. But of that I wish to speak upon one phase only.

A popular ism of 1931-32 has been the attack on advertised brands of goods. Anything that is advertised has been subject to attack, and as usually happens in such movements, a few loud orators who say it often enough and loud enough, naturally get it repeated.

Our recent survey indicates that

our cereals are not all being sold at a loss (just as the Louisville Survey indicated that cereals paid profits). Now, queerly enough, advertisers have not fought back very vigorously against those fellows who were talking against advertised products.

So here is a little picture to put in your mind and use when needed.

Right now, only a very few businesses are making profits. Read the financial pages of any big daily paper and you'll see a story of deficit after deficit. The coal business, the oil business, the peach growers, the farmers, the wheat farmers, the farmer who sells eggs for six cents. None are making profits. It is much quicker to name the few who are than to list the many who are not. But the usual percentage of 5 per cent profitable and 95 per cent unprofitable is in effect right now.

To promise a grocer that his troubles in earning profits will disappear if he (grocer) will merely change brands to a group nobody ever heard of, is pure balderdash. But get him mad first, by attacking "advertised brands" and he (the grocer) is likely to fall for it.

Now sugar represents a big volume to a grocer. Did you ever hear of anyone selling it at no profit? We have a letter from a wholesale grocer who has spoken at great length against advertised brands, as profitless, who tells how he paid \$19,500 last year for the privilege of selling sugar. He lost money on every bag.

It's just been a popular ism to attack "advertised brands."

Now just figure this out.

Suppose that the advertisers got together. They have heard that the dealers don't like advertising, and are putting advertised goods under the shelf. So the advertisers all get together and STRIKE. They cancel their radio, their newspapers, magazines and billboards, as well as other advertising.

Imagine, if you can, what would

Space Buyers have a tough job sizing up most markets



In many markets the question as to the best advertising medium offers real perplexities to space buyers. Frequently one newspaper covers one portion of a market and a competitor another. One leads in some classifications, the other has different points of superiority.

The space buyer's job in Iowa is simple:

One great newspaper, The Des Moines Register and Tribune, covers most of the state . . . city, town and rural . . . and covers it intensively. Low in milline rate, high in results, it is the backbone of a successful advertising campaign in Iowa.

says Dr. George
Gallup:

"My surveys indicate that few newspapers anywhere compare in intensity of reader interest with The Des Moines Register and Tribune."

The Des Moines Register and Tribune

245,241 Daily

217,418 Sunday

A. B. C.

happen if such a thing took place.

Imagine yourself with NO publications, because without advertising every publication would need to suspend, and radio stations shut down. Without papers the news-gathering agencies wouldn't have anything to do either.

Now, of course, we *could* get along. China, India, and Russia get along. Millions in Africa get along without daily papers. But not for us.

Now do you know that it costs one big daily forty dollars, a year per copy to prepare the papers that sell for eight dollars? That it costs forty cents to produce a popular woman's magazine which retails for \$1.00 per year or ten cents?

Advertising pays the bill.

Advertising pays the bill for providing most of the adult education in this country to people after they leave school. Advertising pays the bill for the daily paper which brings you news of the day, sports, stock market and finance news, cross-word puzzles, novels, comic strips, women's pages, golf lessons. And the magazines which bring feature articles, books, serials, and vital discussions of world affairs.

Most of the knowledge you have acquired since you left school you got from newspapers and magazines. Advertisers made it possible.

Few men think about this load which advertising carries, but it is certainly there. The next time you hear it attacked, remember this.

It must be admitted that into advertising there have crept some black sheep who tend to discredit the whole business. But the big vital force of true advertising is what we are talking about. It provides 125,000,000 people with their adult education.

How would you replace that if it were lost?

Your livelihood depends upon the success of advertising. So you should seek to protect it, and your future with it. You should appoint yourself a committee of one to ask for and use advertised brands, and to resist substitution. If all the people directly interested in advertising would do so, it would be a formidable army.

General Foods Forms New Subsidiary

Baker-Bennett-Day, Inc., is a new subsidiary formed by General Foods Corporation, to process and market a general line of nuts, both shelled and in the shell. The new company's major effort will be put behind the development and expansion of the vitapack line of shelled nuts. Figs will also be packed by this process.

The new corporation, a merger of the edible nut department of Franklin Baker Company, Hoboken, N. J., and the Bennett Day Importing Company, Inc., New York, unites several brands controlled by these two units in the nut industry.

Ralph G. Coburn, vice-president of General Foods, has been elected president of the corporation. T. M. Rector and Lee Garnett Day are vice-presidents. Harry P. Haldt, manager of bulk sales department, Franklin Baker Company, will be in charge of distribution for the new corporation.

Iodent and Agfa Plan Smile Contest Campaign

The Iodent Company, Detroit, manufacturer of Iodent toothpaste, and the Agfa-Ansco Corporation, manufacturer of Cine-Ansco motion picture cameras, Agfa film, etc., will jointly sponsor a campaign featuring a "National Smile Hunt" beginning May 15. Newspaper copy, 10,000 poster boards throughout the country, a coast-to-coast hook-up of fifty-nine stations and business papers in the business, drug and photo-finishing fields will be used to advertise the joint campaign.

Twelve complete contests, one each for twelve weeks, will be conducted in the course of the campaign to find a "national smile champion" to be judged from photographs submitted by contestants.

Benton & Bowles Add to Staff

Walter J. O'Meara, for the last year with the Chicago office of Lord & Thomas and Logan, has joined the copy staff of Benton & Bowles, New York advertising agency. He was also formerly for eleven years with the J. Walter Thompson Company.

Walter L. Stocklin, who has been art director of the J. Walter Thompson Company at Chicago, has joined Benton & Bowles as an art director and will work with James M. Balch, art director of the agency.

Another addition to the staff of Benton & Bowles is Earl E. Jedele who becomes traffic manager. He has been with Erwin, Wasey & Company for seven years as an assistant account executive.

Boston "Record" Appoints W. T. Cavanagh

William T. Cavanagh has been appointed national advertising manager of the Boston *Record*. He was formerly on the advertising staff of the Boston *Post*.

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TO your clients the First Families of Florida are those who spend money for their products. Florida's First Families (in buying power) form a social register of their own—The Times-Union's circulation list.

Members of the F. F. F. are as apt to be choosy about their daily newspaper as about the goods they buy. That is why The Times-Union penetrates to all sections of Florida and why its advertising columns are an open door to the only kind of society your clients care a rap about.

The Florida Times-Union

JACKSONVILLE, FLA.

Represented Nationally by REYNOLDS-FITZGERALD, Inc.
New York . . . Chicago . . . Philadelphia . . . Los Angeles . . . San Francisco

Forward

FOR 25 years the sales plan of retail Chicago has been simple and direct . . . Price, quality, service and *advertising in The Chicago Daily News* . . . Effective? Ask the dealer selling your merchandise. Or, easier still, inspect the figures . . . For March, 1932, retail Chicago gave The Daily News the largest margin of leadership in retail advertising in seventeen months . . . Increasing evidence that in Chicago . . . it's The Daily News that sells the merchandise.

THE DAILY NEWS

AMERICAN

the figures
10,220; De-
nily Time
Examiner, I

THE CHICAGO DAILY NEWS

THE QUALITY QUANTITY CONCENTRATED

National Advertising Representative
250 Park Avenue, New York

Copyright, 1932, The Chicago Daily News, Inc.

CHICAGO
Palmolive Building

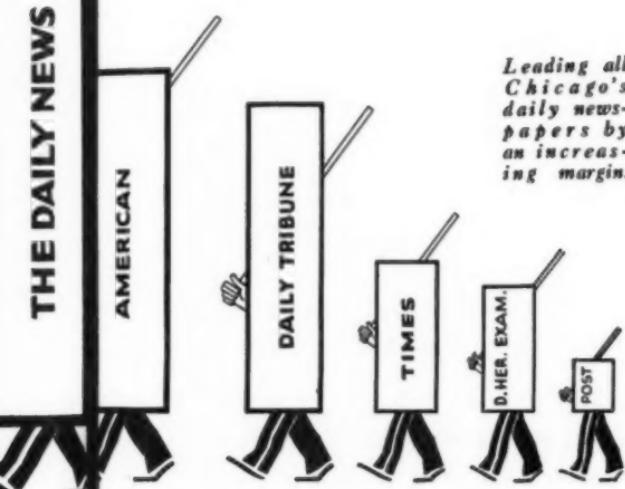
PHILADELPHIA
Record Bldg.

DETROIT
New Center Bldg.

JAN FRANCIS
Monadnock

in MARCH

THE DAILY NEWS



*Leading all
Chicago's
daily news-
papers by
an increas-
ing margin.*

The figures for March: Daily News, 796,251 agate lines; American, 40,220; Daily Tribune, 479,822 lines; Sunday Tribune, 309,899; Daily Times, 231,662; Sunday Times, 60,632; Daily Herald-Examiner, 194,075; Sunday Herald-Examiner, 158,497; Post, 83,777.

Y CONCAGATED EVENING CIRCULATION

representatives
ORGE A. McDEVITT CO.
YORK
250 Park

DETROIT
Center Bldg.
SAN FRANCISCO
Donaldson Bldg.

*Sells the
Merchandise*

Financial Advertising Offices
NEW YORK 165 Broadway
CHICAGO 29 S. LaSalle Street

Sales will swing *UPWARD* on this *RISING TIDE*

"The purchasing power of the Southwest farmers is daily increasing, due to the fact that more of them are living on their farms and producing food for themselves, families, and livestock, and because of the decrease in the price of their other necessities."

M. H. CAHILL,
President and Chairman of the Board,
Missouri-Kansas-Texas Railroad Co.

The banking situation in the Southwest, Mr. Cahill says, seems considerably stronger than in the last several months.

Prospects for a good wheat crop, opening of the cotton planting season, the optimistic feeling in the oil industry, and the growth of farm diversification are convincing evidences that the Southwest is setting the stage for complete recovery.

Follow through with your sales increase by using Oklahoma Farmer-Stockman advertising.

203,362 A. B. C. Circulation

THE OKLAHOMA
OKLAHOMA
OKLAHOMA CITY OKLAHOMA



Getting Salesmen to Call on Most Important Prospects

Breaks Calling List into Three Classifications and Governs Sales Visits Automatically

By C. N. Kirkpatrick

Secretary and Sales Manager, Landis Machine Company

SOME time back, we made a change in representatives in one of our territories. When the new man started on the job, he called promptly upon one of our best and oldest customers who had a number of our machines installed and in operation.

Our representative met the works manager, introduced himself, and expressed his desire to be of service. The works manager said: "We know your company very favorably, we use and like your machines, and we will be glad to have you visit us periodically. It is not necessary for you to call upon us each week, however, as did your predecessor, who, although being a fine fellow, over-worked us in our opinion."

That statement was somewhat of a shock to the new representative and it was an eye-opener to us. We did recall, in looking back over the years the former salesman spent on the territory, that he did call upon this firm frequently. However, as we receive a number of reports from our representatives each day, we had not realized that perhaps this one customer of ours was being called upon to the extent that our man might be somewhat of a nuisance.

A Product That Needs a Follow-Through

We manufacture a complete line of threading machines, in which are used Landis Patented Chasers. While the life of the complete machine is indefinite, the chasers which actually produce the threads on bolts, automobile parts, etc., wear out and must be replaced. Therefore, it behoves us to follow carefully the operation of the machines in our customers' plants,

so that the machines perform successfully and produce the repeat chaser business.

We have sixteen direct representatives selling our products and these representatives include six service representatives. We insist upon each representative sending us daily reports on all calls made. In the past, these reports were read, a notation made on a card of the number of calls made that day by each man, and the report was then filed. While we had an accurate record of the number of calls a man made each day, each month and each year, we did not have a record of the calls made upon each and every customer or prospect.

The Line of Least Resistance

We decided to delve into past reports and it was surprising to discover that our representatives were doing what salesmen have been doing for years, namely, following the line of least resistance. They called often and long upon the customers and prospects who gave them a friendly handshake and a good hearing. Those customers and prospects who put up some resistance were called upon very infrequently. We quickly ascertained that our system of checking the salesmen's reports and the number of calls made upon our customers was not sufficiently accurate or thorough.

We began to look around for a system which would enable us to make sure that our customers were receiving proper attention, but were not being imposed upon.

Finally, we came across a new mechanical card-finding system which suited our purposes. With

this system the operator, who need not be fully familiar with our customers, can almost instantly ascertain just what customers were called upon, how often and what business was received.

On the card which is filed in this machine is written, at the top, the customer's name, the address and the name of the purchasing agent, and the name of the man who specifies our equipment. There are then several lines on which we list the equipment we have in this customer's plant. The remainder of the card on the front, as well as the whole back of the card, is ruled so that we may then list the dates of the visits made by our representatives, as well as any chaser orders received from the customer.

The bottom edge of the card is notched and these notches fit in the mechanical card-finding mechanism of the machine. The bottom of the front of the card is divided into quarters and the width of the card accommodates notches and spaces for a period of three years. There is one set of notches for chaser orders and one set of notches for visits of our representatives.

As soon as we receive a report of the first visit made to the customer, or get a chaser order from the customer in the quarter, the notch for that quarter is clipped off. This is continued for each quarter until all notches are removed and a new card is required.

Number of Visits Revealed at a Glance

When a report is received from a salesman, the date and his initials are noted in black ink. A report from a service representative is noted as to date and as to the initials of the representative in red ink. Therefore, a cursory glance will reveal the number of visits made by a salesman or a service man over any period of time.

Furthermore, all chaser orders, when received, are listed on the card so that we may determine definitely and quickly if a sufficient quantity of chasers are be-

ing ordered to keep in operation the number of machines owned by the customer.

With the installation of this mechanical card-finding machine, we found it necessary and advisable to check over our customers very carefully. In the past, a customer having a number of machines may have received no more visits than the customer who had but one machine. This procedure was obviously incorrect, as the customer having a number of machines would undoubtedly require more information and service than the customer who had but the one machine.

Three Groups of Customers

We therefore divided our customers into three categories, namely, Very Active, Active, and Inactive. The "Very Active" customers were those who had a large number of our machines and who were manufacturing a product in which threads played a very important part. "Active" customers were those who had a smaller number of machines and whose product also employed threads to a considerable extent. "Inactive" customers were those who have probably one or two machines which were not in use the great majority of the time. "Inactive" customers included those who used Landis machines for maintenance work or for threading a product which may be seasonable in character.

The salesman in each territory was then instructed to call upon the "Very Active" customers not less than once a month; "Active" customers not less than once a quarter; and "Inactive" customers not less than once in six months or once a year, depending upon the location of the town in which the customer is located. If the salesman in one of the territories does not call upon the majority of the customers, then it is necessary for him to instruct his service man where to call.

With this system, we have for the last two years been calling upon each customer in territories

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covered by direct representatives at least once a year. At first, our representatives felt that there were a number of inactive customers upon whom it was not necessary to call once a year. We overruled their objections, however, and we have found that even though additional expense and time are required to call upon some of the more isolated customers, such action has been distinctly to our advantage.

A careful inspection of any business will indicate that a rather surprising majority of the business comes from a comparatively small percentage of customers. This we have found to be true in our case. Therefore, it is a simple matter for us, at the end of each month, to check the "Very Active" customers and learn just how they have been called upon by our representatives and just what business we have had from them.

More Business and Good-Will Have Resulted

At the end of each quarter, the operator of the machine, by pressing a button and throwing a lever, automatically brings up all cards of "Active" customers from whom we have had no chaser orders and upon whom our representatives have made no calls. At the end of each half year all cards of "Inactive" customers are brought up, indicating that such customers have not ordered any chasers or have not been visited by our representatives.

At the end of each period we send to each representative a list of the customers upon whom he has not called or from whom we have had no chaser orders. During the last two years it has been very gratifying to note that practically all of our customers are being given the attention they deserve and that this attention has been directly productive to us of not only more business, but also good-will.

We had always prided ourselves, more or less, upon the records of the equipment which had been shipped from our plant. Now and then, there was an indication

that our records might be slightly incorrect, but on the whole we were very well satisfied. In following our new system, we soon discovered that there was something vitally wrong with our records.

We, therefore, made ruled sheets of blue paper and on these sheets we listed the name of the customer, the machines installed in the customer's plant and the serial numbers of the machines, according to our records. Each salesman was given blue sheets, as we call them, for all customers in his territory. He and his service man, when visiting the customers, were to check our records with the actual equipment in the customer's plant. Any corrections were noted on the blue sheet sent to the salesman and this blue sheet was returned to us and a new sheet with the corrections made was returned to the salesman. A copy was also made for our records.

The acquisition of definite information regarding the machines in the customer's plant required some time, and occasionally the customer objected, feeling that this information was not absolutely a necessity. When our representative would tell the customer that a correct record of the equipment in our office would expedite delivery of orders and assist us in giving better service, the objection was always withdrawn and full co-operation extended. By this means, we now have records of customers' equipment which are correct in every detail. In addition, our representatives, when visiting our customers, frequently check the equipment and in this manner our records are kept up to date.

Record of Prospects Is Kept

We also had ruled sheets printed on yellow paper which are used for a record of prospects. When a representative receives an inquiry and a quotation is made, or if the inquiry is received in our office and a quotation is made, two yellow sheets are filled in with the customer's name, the date of the quotation and the equipment

quoted. One of these yellow sheets is sent to the salesman and the copy retained in our files. As the salesman follows this quotation and reports to us, he makes note on his yellow sheet of any leading remarks and upon receipt of his reports we make a brief note of the progress being made on our copy.

When the order is received the yellow sheet is destroyed and a blue sheet is made out in duplicate, one copy being sent to the representative, if a new customer is added, or if an old customer, a new blue sheet is made out and the additional equipment is added to the already existing record. In this manner, we have a very close check over the manner in which the representative is following the active prospect and the progress made can be noted very quickly. Of course, in addition to this a separate record is kept of all quotations and a series of follow-up letters direct from the office is mailed to each prospect.

Our present system naturally leads to selective selling. All will agree that much time is spent and much expense incurred by fine-combing each territory. Business paper and direct-mail advertising unquestionably serve, to a very great degree, to eliminate much of this needless waste of time and money. The efforts of direct salesmen, as well as the efforts of dealer representatives, will be more productive if the majority of attention is paid to those actively engaged in manufacturing articles in the production of which any one or more types of machines are employed.

For almost any well-established company which has been in business for a period of years, the best source of additional business is its satisfied customers. Therefore, we instruct our representatives, and particularly the salesmen, to give their first attention to our customers. The service representative may be used for considerable missionary work and this, together with the time which the salesman may find to devote to missionary work, will locate, to

a very great extent, the prospects who may use our machines advantageously.

Our method, we feel, enables us to give our customers as well as our prospects good service. By service, we do not mean merely a word which has been overworked much in the past, but intelligent assistance not only to our largest customer, but also the customer having little of our equipment.

Changes in "Tatler and American Sketch"

William F. Plowfield, formerly business manager of the *U. S. Navy Review*, Washington, D. C., has been appointed advertising director of the *Tatler and American Sketch*, New York. He was at one time head of the Colonial Chemical Company, Reading, Pa., manufacturer of Flyosan, later sold to William Peterman, Inc.

Associated with Mr. Plowfield will be George F. Williams, formerly advertising manager of *Billboard*, and Harvey G. Osborn, formerly with the New York *Evening Journal* and, more recently, conducting his own publishers' representative business at New York.

The *Tatler and American Sketch* will hereafter be published semi-monthly instead of monthly.

E. W. Evans with Howell Lithographic

Ernest W. Evans, formerly assistant to the general publicity agent of the Canadian Pacific Railway Company, Montreal, has joined the sales and promotion staff of The Howell Lithographic Company, Ltd. He had been with the Canadian Pacific for nine years.

Directs New Radio Audition Service

Radio Audition Studios is the name of a new service which has been started at 1680 Broadway, New York. The studios are leased for the rehearsal and audition of radio programs. The new service is under the direction of H. E. Tillotson.

Appoints Rankin Agency

The Pastoxine Distributors of America, Chicago, sponsoring a new product developed by the Pasteur Research Institute of France, have appointed the Chicago office of the Wm. H. Rankin Company, to direct their advertising account. Newspapers in the larger cities and radio will be used.

F. T. Crane, formerly in charge of the school and government sales division of the J. A. Fay & Egan Company, Cincinnati, manufacturer of woodworking machinery, has been advanced to the position of sales manager.

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"I learned my ABC's from The News"

One day last week a man in his late forties or early fifties walked up to the front counter in The News building and expressed a desire to be shown through the plant. He lived in a small city some fifty miles away, he explained, and while he came to Indianapolis frequently, this was his first opportunity to gratify a wish he had had since childhood. "The News holds a mighty warm spot in my heart," said he. "I've read it since boyhood. In fact, I learned my ABC's from it."

With cordial reader interest, a newspaper is a highly effective advertising medium. Without it, just another newspaper. You can't picture reader interest with a graph or chart. You can't express it in figures or percentages. But it reveals itself in such incidents as the little story above . . . in the make-up and content of the publication itself . . . in its circulation and lineage history over a period of years. Apply these tests to The News. They will show clearly why this one newspaper does a thorough selling job in the Indianapolis Radius . . . ALONE. And why it . . . and the market it covers . . . offers the sort of selling opportunity the times demand.

Member  Major Market Newspapers, Inc.

THE
INDIANAPOLIS NEWS

New York: DAN A. CARROLL, 110 E. 42nd St. Chicago: J. E. LUTZ, Lake Michigan Bldg.

Another Million Dollar Apartment

Work progresses on "The Northway," another million dollar apartment house for Baltimore.

Designed to be in keeping with its exclusive residential location—North Charles Street—The Northway will represent the latest in modern apartment house building and equipment.

Construction of The Northway at this time provides added evidence of Baltimore's above-average business activity.

And, as most advertisers already know, Baltimore are most readily reached through the columns of The Sunpapers—morning, evening and Sunday.

The Sunpapers, March • Daily (M & E) 292,6



Our Art House for BALTIMORE....



THE
MORNING



SUN
SUNDAY

New York: John B. Woodward, Inc.

San Francisco: O. Geo. Krogness

Detroit: Jos. R. Scolaro

Chicago: Guy S. Osborn, Inc.

Atlanta: Garner & Grant

St. Louis: O. A. Cour

There's Money in Detroit to Spend

Local merchants have had ample evidence recently to know that Detroiters have money in the old "sock" and also they can be charmed into

spending it. Below are just a few reports from local advertisers who had occasion to employ The Detroit News within the last month.



The local manager credits the bulk of this large sale to The News.

One of Detroit's leading department stores, advertised a special oriental rug sale April 10 and sold \$52,000 worth. Rugs, particularly orientals, are not exactly necessitous products—a fact that proves there's money in Detroit.

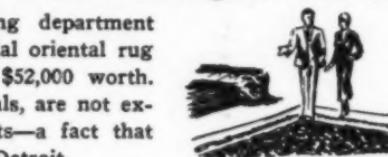


A new grocery market ran a 14-column advertisement in The News on March 18. This market is located six miles from downtown and drew 42,000 people the next day.

One of Detroit's finest furniture stores used two pages in The News April 20, with some small copy on other days. They had over 3,000 customers the following day and had to hire 45 extra clerks. This store is located 3½ miles from downtown. Their business was ahead of any day in 1929. The copy was used exclusively in The News.



cash, with old-sized bills. the "sock."



Another furniture company in a special sale advertised in The News, did \$35,000 worth of business, much of it paid for in cash. This proves that these funds came from



The Detroit News

New York Office:
I. A. KLEIN, Inc.

THE HOME NEWSPAPER

Chicago Office:
J. E. LUTZ

These Letters Get Customers to Come Back

New York City Hotel Gets Results with Sincerity and Simplicity

ABOUT the type of follow-up which seems to secure the business it sets out to get, one factor is usually evident. There is very little of cleverness, hand springs or jazz about such letters. Rather, they give the impression of sincerity; sticking to the follow-up job in a way which causes action on the part of the recipient. Such letters as the following, which, sent out by the Hotel New Yorker, have been a large item in making that hotel's profits for the fiscal year go ahead of last year by an appreciable amount, have these qualities of sincerity and simplicity to a marked degree.

Each guest, when he comes to the hotel, is recorded in a sales record called "the guest history system." If he has made previous visits his old card is marked accordingly. If he is making his first visit he is sent Piece No. 1. This letter, mailed to each guest on the day following his departure, is a handshake letter. Signed by the president of the hotel company, it makes the usual polite gestures about wishing that he had the chance to shake hands with every one of the thousands of guests, expresses his joy at their visit, hopes they will come again.

The second piece in the follow-up system is sent to each guest who has not established credit after his third visit. The hotel management makes an effort to have a guest establish a credit account, gives a credit identification card and also reminds the recipient that the hotel is continuing an interest in him. This letter follows:

Dear Mr. Waters:

Although you have been a guest here three times, I have just discovered, much to my surprise, that a credit card has not been issued to you.

Since you are one of our "regulars" we are anxious for you to enjoy every possible service and privilege at the New Yorker.

If you wish to have the convenience of a credit account here, an identification card will be mailed to you in a few

days. Simply fill out and return the enclosed form.

Your signature on these forms is necessary for our files, to properly protect you in cashing checks and charging your account.

A return envelope that requires no postage is enclosed for your convenience in replying.

Sincerely yours,
RALPH HITZ.

Two months after, the prospect receives Letter No. 3, again reminding him that the hotel is eager to serve him and that it hasn't heard from him yet.

Dear Mr. Waters:

Your 1931 credit identification card has been ready for you several weeks but I've postponed writing to you about it until now because I had expected your application form in every mail.

I'm enclosing another blank, together with a return envelope. This up-to-date information is necessary for us to give you proper protection.

Your new card will be forwarded when you mail the form and then whenever you need the facilities of our credit department, we'll be able to serve you promptly.

Sincerely yours,
RALPH HITZ.

In the first or handshake letter, the recipient is asked to mention the names of some friends of his who might be prospects for the hotel. To all names which are received from previous guests as the result of this letter, this follow-up is sent:

Dear Mr. Wilson:

A friend of yours, Mr. Robert C. Waters of Norwood, wrote me that you come to New York occasionally and that I should get in touch with you.

He enjoyed his visit here so much that he thought you, too, would appreciate the comfort and convenience of The New Yorker.

I am enclosing a folder which describes the hotel in some detail. Please note that our rates give you unusual value—rooms are \$3.50 and up for one person and \$5.00 and up for two.

When you are planning your next visit to New York, write or wire me your reservation. Be sure to mark it for my attention, so that I personally will be able to make all arrangements for your arrival.

Sincerely,
RALPH HITZ.

Three months after the receipt

of the handshake letter, if the guest has not yet returned, the following letter is sent to him. This has proved very effective since it has produced an average in replies since October, 1930, of 23 per cent. This simple but human letter follows:

Dear Mr. Waters:

The boss called me "on the carpet" last night.

He said you were a guest here almost ten months ago and that you hadn't been back, although he had written you a couple of times.

Mr. Hitz is afraid that something might have happened to alienate your loyalty to *The New Yorker*.

Of course, I gave him the alibi that you probably had no occasion to use a New York hotel since your last visit here, but he insists that I find out about you.

I know it is asking a lot, but won't you please write and tell me the reason. You will really be helping us to serve you and our other guests better if you noticed any flaw in our Service that we can correct. A stamped envelope is enclosed for your reply.

Sincerely yours,
CHARLES D. SCHREITER,
Chief Assistant Manager.

It is interesting to note that this letter was patterned after a collection letter sent out by an industrial company and reproduced in PRINTERS' INK.

The idea of somebody being called upon the carpet, because he has not secured the results he was supposed to get, may be an old one but in this case, as in so many others, it has brought home the bacon.

Out of the 23 per cent of returns which this letter has produced regularly, 46 per cent are typewritten on business letterheads, 38 per cent are written on the margin or back of the hotel's letter, and 16 per cent are written in long-hand on personal stationery.

A. R. Tribble, Jr., with Boston "Post"

A. Roy Tribble, Jr., formerly an account executive with the Boston office of Doremus & Company, has joined the national advertising department of the Boston Post.

Has Mobe Account

The John T. Stanley Company, New York, manufacturer of Mobe automobile specialties and Stanley soaps, has appointed Churchill-Hall, Inc., of that city, to direct its advertising account.

Blackman Company Adds to Staff

L. Jay Hannah, formerly Chicago manager of the Campbell-Ewald Company, and L. H. Sherrill, formerly associate advertising manager of the General Foods Corporation, have joined the staff of The Blackman Company, New York advertising agency. Mr. Hannah was at one time president of the Price-Hannah Advertising Agency.

Earle Ferris, formerly manager of radio station WTAM, Cleveland, and David Elman, for the last three years with the Columbia Broadcasting System as a continuity writer, have also joined The Blackman Company, as members of the radio department.

Heads New York Office, Periodical Publishing Company

E. W. Chapman, formerly representative of the *Furniture Record and Journal* and the *Furniture Manufacturer* at Boston, has been placed in charge of the New York office of the Periodical Publishing Company, Grand Rapids, Mich., publisher of those publications. Herbert N. Davison has been made Eastern editor with headquarters at New York.

To Represent "Cinegraf," New Argentine Magazine

Editorial Atlantida, of Buenos Aires, publisher of *El Golfer Argentino* and other publications, this month starts publication of *Cinegraf*, a motion picture magazine. It will be represented in foreign countries by Joshua B. Powers, Inc., international publishers' representatives.

Death of G. J. Bailey

George J. Bailey, founder of the former Bailey-Wright Company, Cleveland advertising agency, died at Tucson, Ariz., recently. He was at one time advertising manager of the old Federal Trust Company, Cleveland, and was one of the founders of the Cleveland Advertising Club.

Hotel Account to Kupsick

The Madison Hotel, New York, has appointed J. R. Kupsick, advertising agency of that city, to direct its advertising account. Newspapers and magazines will be used.

Appoints Guenther-Bradford

The Kay Laboratories, Inc., Chicago, has placed its advertising account with Guenther-Bradford & Company, advertising agency of that city.

Joins "The Sportsman"

Daniel Rochford, formerly director of public relations of the Pan-American Airways, has been appointed managing editor of *The Sportsman*, Boston.

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733 Advertisers Tell How They Buy Printing

CARNEGIE STEEL COMPANY
PITTSBURGH, PA.

Editor of PRINTERS' INK:

With your letter of February 11 you attached a questionnaire regarding printing practice and indicated that a digest of replies would be sent as soon as published. To date I have not seen a digest of this in either of your publications, although I may have overlooked it. If it has been published, will you give me reference thereto, or if not, advise if a digest of the replies is available.

R. L. TWITCHELL,
Advertising Manager.

THE questionnaire referred to in the above letter was mailed by PRINTERS' INK to 1,270 companies who are users of advertising. These names were taken in alphabetical order from the subscription list of the PRINTERS' INK Publications. The total tabulated returns to that mailing represent a response of 58 per cent, or 733 companies. Of these, 402 asked us to inform them of the tabulated findings.

Because of this deep interest in the questionnaire's results, we have published our findings in the May issue of PRINTERS' INK MONTHLY. The data will be found in an article entitled: "How 733 Advertisers Buy Printing."

The purpose of the questionnaire was to furnish the basis for a statistical analysis of the advertising department's jurisdiction over printing and paper requirements. This is a point over which there has been considerable misunderstanding. No effort had ever been made, on a scale large enough to warrant attaching real importance to the

Public Utilities Group to Meet

The annual convention of the Public Utilities Advertising Association will be held at New York from June 19 to 23, in conjunction with the annual convention of the Advertising Federation of America, of which the public utility group is a departmental.

A feature of the convention will be the awarding of prizes for the best public utility advertisements appearing in newspapers during 1931. Prizes will also be given for direct-mail and outdoor advertising.

R. S. McCarty, of Pittsburgh, is president of the group.

findings, to discover the answers to such questions as: How far does the advertising department's authority extend with regard to the purchase of printing and paper? Does it buy only those printing and paper requirements that come under the heading of advertising? Or does it buy, or at least have a voice in the purchase of, all types of printing and paper?

With the tabulated returns of 733 advertisers those questions are definitely answered. For example, one question asked whether, on orders placed with outside printers and lithographers, the advertising department is responsible for the final decision on the placing of the order.

These questions referred to orders placed for general advertising printing, but excluding letterheads and envelopes for correspondence. The answers were: 436 always, eighty-six mostly, twenty-five occasionally and 154 simply answered "yes." In other words, 701 advertisers reported that the advertising department was responsible for the final decision on the printing order on material of this kind; in only thirty-two cases were we told that the advertising department had no authority.

This same procedure was followed in obtaining answers to a group of related questions. The assembled facts should be of interest to all factors in the business of advertising.—[Ed. PRINTERS' INK.]

Advertising Men to Help Michigan State Fair

Governor Wilbur M. Brucker of Michigan has appointed the following Detroit advertising men to the promotion committee of the Michigan State Fair: George M. Slocum, vice-president, Capper, Harman & Slocum, Inc.; John B. Gaughen, Detroit manager of the Capper Publications; Harry C. Macdonald, president, Walker & Company; O. J. Mulford, president, Michigan Street Car Advertising Company; Charles H. McMahon, vice-president in charge of advertising, First Wayne National Bank and Leo J. Fitzpatrick, vice-president, radio station WJR.

Puppets Get Advertising Jobs

Stetson Shoe Company Uses Marionettes as Models

HUMAN stars of the stage and screen long ago started lending their names and pictures to advertisers. But most of the marionettes have guarded their professional dignity against the temptations of commercialism. It is true that those puppets under the management of Tony Sarg have, once a year, let the public gaze upon them in Macy's windows. This breach of the marionette code has been excused by their brother puppets on the grounds that the Macy performances are, in a way, charity, because they come at Christmas time and delight the hearts of so many children. Coca-Cola also took a troupe on tour several years ago. The majority of marionettes, however, have turned up their noses at advertisers' offers.

Unemployment, or something, has forced another troupe of hungry puppets to accept an advertising contract to appear as models for the Stetson Shoe Company. The amount of the compensation is a secret between the company's advertising agency and the models. The puppets refused, however, to give testimonials orally or in writing. If they wear Stetson shoes, this fact can only be surmised from their gestures.

A series of photographs was made with the puppets in various poses and locales. Great pains were taken to have the proper accessories in each picture. It was necessary to scout around and obtain miniature tables, chairs, golf clubs, bottles, binoculars, etc. The stage was set

for each scene and then photographed with a different style Stetson shoe in the foreground in each picture.

In taking the picture it was necessary to light the stage unusually well because of the depth of the setting. From the front to the back



One of the Stetson Marionette Photographs Used as a Magazine Advertisement Illustration

the stage measured eighteen inches, necessitating a small lens aperture. In order to avoid distortion, a small shoe was used. In the resulting picture the shoe was enlarged and the new shoe picture was then mounted on the print.

These still photographs are being used as illustrations for a series of magazine advertisements. They have also been used in a booklet.

Motion pictures were made of each scene with the puppets in action. These are for use in dealers' windows by means of a continuous projection machine.

H. S. Cook with Stanley Company

H. S. Cook, formerly with the National Aeronautical Association, Washington, D. C., has been appointed advertising manager of the John T. Stanley Company, New York, manufacturer of Mobo automobile specialties and Stanley soaps.

Herbert Kaufman Starts Own Business

Herbert Kaufman, until recently advertising manager of *Packaging Record* and formerly sales promotion manager of *Modern Packaging*, has established his own advertising business at New York. Offices will be located at 36 West 47th Street.

As the Boone Man Has Said—

"...There is a growing realization that sales can be made only in markets that are able to buy...an increasing tendency to pick such markets, and Pound Them."

Such a market is Chicago, second largest in the country. It is not only able to buy, but repeatedly does buy when rightly approached.

And there is nothing complex about approaching this great market effectively, now or at any time. Men trained in the expert analysis and solution of today's advertising and merchandising problems in Chicago, can demonstrate that to you at any time you give the Chicago American its earned opportunity to work with you.

As the Chicago American leads in evening newspaper circulation in Chicago, so does it lead in value to advertisers through providing, first, a greater sales potential, and second, an unsurpassed degree of qualified aid and counsel. And this latter is highly valuable in rounding out the supporting effort which determines the ultimate profit to be gotten from any advertising campaign.

CHICAGO AMERICAN

a good newspaper now in its ELEVENTH YEAR of circulation leadership in Chicago's evening field

National Representatives:

RODNEY E. BOONE ORGANIZATION



"MY HUSBAND

HAS A GOOD JOB

and we own our home, so we haven't worried as much as many people have. There are four of us, two little girls, my husband and myself. I like True Story very much; I don't lend my copy of the magazine. I don't know anything that I don't like about the magazine. I find the styles the most interesting part of the Home Making material and I think more of the pattern and style ideas would be a good feature." Case 256.

COMPARE THESE TWO FAMILIES

The housewife quoted above prefaced her statement—"My husband has a good job." She still buys True Story regularly on the newsstand. She has money to spend.

The housewife quoted on the opposite page begins her statement—"My husband has been laid off." She does not buy True Story on the newsstand any more—"we cannot afford it."

But three other magazines still come to this home by subscription! "They were paid for ahead of time!"

In True Story you get none of these "paid for ahead of time" families. True Story families buy the magazine at newsstands at the time they want it—at the time they have money to spend—at the time they are willing to buy.

The value of your advertisement in subscription magazines is questionable because it certainly stands to reason that some part of these subscribers paid for the publication "ahead of time." Since that time unemployment or a fear of unemployment may have eliminated these families from all possibility of purchasing the merchandise you are selling.

You do not know how many "ahead of time" subscribers you are buy-

NEWSSTAND SALE RECHECKS THOUGHT



"**MY HUSBAND HAS BEEN LAID OFF** and my son works only three days a month. My husband used to buy True Story for me but he hasn't for the last six months, because we cannot afford it. We get '-----' '-----' and the '-----' by subscription. These were paid for ahead of time. We have not taken any other magazine in place of 'True Story'. Once in a while I borrow one of those mystery magazines." Case 122.

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MILIEROM A SALES VIEWPOINT!

ing in subscription magazines. But you do know that some subscription families who were prospects for your merchandise one or two years ago are applicants for charity today.

Newsstand circulation is the only circulation you can buy which carries the guarantee of buying power and willingness to spend. Any woman who walks voluntarily to the newsstand, money in hand, is mutely testifying regarding her economic condition and state of mind. She has money—and she is spending.

Read the True Story Keenan Newsstand Investigation. Study the tables which show that 98% of the families now buying True Story regularly are gainfully employed—and that 83% of the families who quit buying True Story at newsstands are out of work and have no money. Read the case studies of every interview, two of which appear on these pages. It is on the basis of this study and of common sense that we say—newsstand sale selects only those families with money and a willingness to spend.

Sales are the only barometer of the success of your advertising. Your barometer of sales will rise as you buy more newsstand circulation—it will fall as your "ahead of time" subscribers creep deeper into your magazine list.

S THICKET-BOOK EVERY MONTH

DURING the month of March, 29,914 women voluntarily wrote us letters in response to editorial features regularly published by this newspaper. Such a response represents reader-interest of a remarkable sort . . . indicating the closeness of the tie that binds the columns of The Free Press to the alert, intelligent, active, free-pursued families of the community. It is a very simple matter to transfer this interest to an *advertisement*. The only requisite is the act of placing an order for your advertising in The Free Press . . . meaning too that you have deliberately set about the cultivation of a circulation that has the strongest *grip* on the *buying power* of Detroit. **THE**

DETROIT FREE PRESS

Putting the Stockholders to Work

How 200 Companies Use Direct Mail to Enlist Active Co-operation of Their "Partners"

By John F. Gowen

Of Lehman Brothers

STUDY of the direct-mail literature being used by some 200 companies to their stockholders indicates that a large percentage is not effective. The reason apparently lies in a lack of understanding of stockholder psychology, and a hazy idea of campaign objectives. There is little or no direct appeal to the individual, and practically no suggestion of "how," although there are various attempts to show "why," the stockholder should help.

The principles of approaching the individual stockholder are simple enough in themselves, though not always easy to apply. Fundamentally the appeal must be to personal pride and self-interest. While each company has, perforce, its own problems, there are certain features that are elementary in all literature directed to stockholders. These are:

1. The message must be attractive and readable. This means interesting form and skilled composition.
2. The message must be brief. This means concise and pithy treatment.
3. The message must be timely. Ideas that are pertinent and up to date, not *post facto*.
4. The message must be intimate. It must emphasize the direct human (and selfish) relationship between company and individual. The question the stockholder asks is "How does this affect me?"

Group Reactions Must Be Understood

These fundamentals require for proper application a comprehension of group reactions and an understanding of the aspirations of many individuals in widely separated communities, who enjoy approximately the same financial status. Once a corporate entity develops an intimate human outlook and aspect it can talk to its stock-

holders in words they will understand. Until it does so its efforts must be largely abortive.

Before starting any campaign of stockholder education the whole plan must be projected toward a goal.

The first step in determining objectives is to classify stockholders by income groups.

Small Stockholder Wants More Information

Large individual stockholders need not be considered. The owner of 100 shares usually has other investments. He is apt to be financially minded and can determine the true worth of a company. But the small holder more times than not has few if any other securities, his twenty-odd shares representing all his savings. The welfare of his company is of prime concern to him. His reactions are direct and elemental.

The next step is to find means of stimulating these small stockholders: a problem each company must solve by itself. For obviously a public utilities company is more interested in public control of water power than in making stockholders salesmen, while the manufacturer of food products can profitably use its silent partners to promote sales.

There are a number of direct-mail devices which are as effective today as when first invented years ago. Others have been added from time to time until today an unusual number of effective tools are at the disposal of the direct-by-mail promoter. The many methods in use at present can be grouped loosely as:

A. Envelopes and Letterheads.

If it be accepted that stockholders give eager heed to company communications (urged by the hope that every envelope contains a check), then many corporations are

neglecting one important means of getting a message across, viz., the envelope. Both back and front can carry a brief statement, a national trade-mark, or an advertising slogan. According to F. Romer, in a recent address to the Direct Mail Advertising Association, "the function of letterheads is to advertise while they identify." Incentive to read the contents, and fixing the plane of appeal, are points he stresses as the part good letterheads play in direct-mail work.

New Stockholders Should Be Welcomed

B. Letters to New Stockholders.

Comparatively few companies send to each new individual stockholder a letter on the personal stationery of the president or chairman, welcoming him as a partner of the enterprise. Considering the obvious possibilities of conveying an informal and warm greeting, together with a sales message and the suggestion of personal responsibility, it seems strange that more do not do it.

Notable exponents of such letters are the American Telephone & Telegraph Co., Sears, Roebuck & Co., General Foods Corporation, Kelly-Springfield Tire Company, and others.

Everyone knows what a chore signing such letters can become for a busy chief executive but one cannot but deplore the use of type and facsimile signatures. If the personal touch is neglected most, if not all, effectiveness is lost.

C. Incidental Letters to Stockholders.

It is sometimes expedient to send stockholders important information. Such examples as have been studied show uniform lack of reader-appeal. The need for haste may prevent any but a plainly printed and crisp statement of fact. This may be unavoidable, but any balanced plan of direct-mail effort will include an attractive form for such letters.

D. Letters to Ex-Stockholders.

The American Telephone & Telegraph Co. sends to each individual who disposes of his holdings

a note from the president expressing regret. This is indeed going more than halfway to keep friends. It is further evidence of the value placed by some companies on stockholder good-will.

E. Annual Reports.

Annual reports show marked divergence of thought and practice. Many companies are content with a compact financial statement and a few concise and lifeless paragraphs from the president, (usually written by the auditor or company lawyer). Others make these usually dull documents interesting and readable.

The 1931 annual statement of the American Telephone & Telegraph Co. contains a well-written story of the latest developments in communication as well as a complete financial analysis. The American Sugar Refining Company's report pictures the directors, analyzes the world sugar industry, discusses legislation affecting the industry, lists increases in stockholders, illustrates plants and products, and gives comparative earnings and balance sheet figures from 1911 to date. The Coca-Cola Company reproduces its outdoor advertising in color and uses colored maps to show world-wide distribution.

Simplicity Is Essential

If the purpose of an annual report is to get itself read, then it must be attractive and simple. Too few companies realize that their stockholders are neither financiers nor accountants. Moreover, few executives have facility of literary expression and evidently are afraid of saying too much. But the story need not fear length if well-told, and, if written down to the stockholders' level—simple, straightforward statements—the annual report can become a potent agent of good-will and friendship.

F. Earnings Statements.

For the most part quarterly or semi-annual earnings statements give too little information to permit intelligent interpretation by the layman. They are merely dry reprints of company audits. If these

are to be used effectively they must be understandable and instructive, with sufficient explanatory notes. And they should be on good paper with type legible and pleasing to the eye.

G. Dividend Enclosures.

Most pleasing to stockholders, naturally, are four dividend checks a year. Their receipt creates the psychologically perfect time for salesmanship. There is infinite variety—from concise and severe statement to profusely illustrated and pithy sales argument; from quotations of philosophers and economists to broadcasting announcements. Many companies have a definite continuing program. This is in every way good, for the opportunity is one where 100 per cent reception is assured. Rare indeed is the stockholder who does not glance at the enclosure, and, though but four messages can be thus delivered yearly, each makes a lasting impression.

Seventeen Ways to Use Dividend Enclosures

Dividend enclosures are used, among other ways:

1. To announce the amount and occasion of payment;
2. To request changes of address;
3. To state present capitalization;
4. To state earnings for various periods;
5. To ask for proxies for annual or special meetings;
6. To announce new policies;
7. To list branches or subsidiaries, new or old;
8. To list products;
9. To announce new products;
10. To illustrate products, packages and trade-marks;
11. To sell one particular item of the company's line;
12. To offer special packages for holiday trade, etc.;
13. To feature special accomplishments;
14. To illustrate advertising;
15. To announce broadcasting programs;
16. To emphasize company philosophies by maxim or quotation;
17. To reaffirm faith in the company's future.

Nearly all companies always include requests for changes of address. A few use dividend enclosures to announce new policies, but most regard these of sufficient import to warrant special letters.

The strong point of the dividend enclosure is that it always says "check is enclosed." Obviously it has great potentialities for creating stockholder interest and goodwill. It is the most valuable instrument of a campaign.

H. Envelope Stuffers.

These include various mailing pieces enclosed with some more important message (except, of course, dividend checks). Some are simple cards printed on one side only; others are small pamphlets done in color and illustrated. Generally the message is devoted frankly to selling; a few companies treat a variety of subjects. The usefulness of this type for other than sales promotion is debatable. In a comprehensive campaign it plays but a complementary role.

I. Booklets and Bulletins.

These range from cheap bulletin to elaborate board-covered, profusely illustrated and beautifully printed book. Subject matter comprises wide variations in three general divisions:

1. Historical—the story of the company;
2. Descriptive—the exposition of company methods and products;
3. Statistical—the analysis of the company's financial position.

Booklets should be simple, attractive and interesting. Elaboration connotes expense and length. Color, illustrations, plain type and convenient size are essentials. The task of authorship demands the best efforts of a skilled writer—not of an accountant or a statistician.

House Magazine May Be Sent to Stockholders

In the same category can be placed the house magazines. Notable among these is the monthly bulletin of the Standard Oil Company of California. It is attractively printed, with cover in striking color, and contains finely

illustrated articles on subjects connected in some way with the company's products.

J. Advertising Reproductions.

Several companies mail reprints and facsimiles of national advertisements. Undoubtedly they impress the recipient with the fact that the company is advertising, but there are no tangible results from this kind of mailed-out printed matter.

K. Trial Packages.

The use of trial-package offers and their effectiveness as a creator of stockholder good-will was discussed in detail in *PRINTERS' INK*, December 11, 1930. Little can be added here, except to point out that such offers are confined to companies whose goods are in the consumer class and are always timed for the holiday and gift trade. Prominent among companies employing this means of acquainting the family of stockholders with the entire line of products is The American Sugar Refining Company.

L. Samples and Souvenirs.

To new stockholders samples are usually interesting. They are tangible evidence of the company's faith in its product. If the recipient is asked to send names of friends to whom like samples can be sent distribution should be fairly large. Unfortunately (or perhaps fortunately) few companies have products which can be used universally as samples. All people do not like cheese, or smoke cigarettes, or eat prepared breakfast foods. They play a minor part in a comprehensive plan.

Souvenirs are rare, probably because mailable kinds are limited in number and not particularly imposing. But the American Tobacco Company and the National Biscuit Company use blotters, and the American Telephone & Telegraph Company publishes an amusing and instructive Telephone Almanac.

* * *

Wide variations in company policies and products, as well as differences in the number, kind and distribution of stockholders, make

it impossible to define how the above methods should be used. Type of product and the extent of its distribution are also important factors. Each company must determine its own objectives and how to attain them.

Two plans for companies classified by number of stockholders only are outlined below. The Comprehensive Campaign is for the company having more than, say, 7,000 stockholders. The Abridged Campaign can be profitably used with less.

1. Comprehensive Direct-Mail Campaign.

1. Letters to New Stockholders.
2. Incidental Letters.
3. Letters to Ex-Stockholders.
4. Annual Reports.
5. Earnings Statements.
6. Dividend Enclosures.
7. Envelope Stuffers.
8. Booklets and Pamphlets.
9. Bulletins.
- *10. Advertising Reproductions.
- *11. Trial Packages.
- *12. Samples and Souvenirs.

*These are listed only because they have a small but cumulative effect in the complete plan of a company selling a nationally advertised consumer product.

2. Abridged Direct-Mail Campaign.

The number of mailings is restricted, but they can be timed for maximum effectiveness, and so that the stockholder receives at least one communication a month.

1. Letters to New Stockholders.
2. Incidental Letters.
3. Annual Reports.
4. Dividend Enclosures.
5. Booklets.
6. Bulletins.

Greatest success with a direct-mail campaign for stockholder good-will will come to the company having a definite public-relations policy, as evidenced by its national advertising, etc. Any continuing plan must consider, in their proper relationship to the above and each other, all forms of direct-mail literature. Only intimate knowledge of the company, its products and its problems, can determine this relationship and where the emphasis should be placed to secure the proper effect.

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I've Forgotten When I Was Born



I never have birthdays any more—nobody has 'em here, after the first few decades. For there's something about the atmosphere of Los Angeles that makes people forget the date of their birth and remember only their date for the evening. Even Grandpa won't act his age, but keeps right on doing swan dives and making holes in one. Of course, plenty of our citizens can look back on a glamorous past, but they're too busy looking forward to a glorious future. And, naturally, these youthful-minded Moderns of America's Gold Coast, that love life and have the means to enjoy it, start the day with a youthful-minded newspaper—The Examiner—read by more people and delivered to more homes than any other morning and Sunday newspaper in the entire West. And what I really started out to say is—whether you're selling cars or cosmetics, good things to eat or nice things to wear—advertise them in the newspaper that's the favorite of these people that go places and do things—because they're the people that go places and *buy* things.

REPRESENTED BY W. W. CHEW ORGANIZATION

NEW YORK
572 Madison Ave.

CHICAGO
612 Hearst Bldg.

DETROIT
10-238 General Motors Bldg.

LOS ANGELES
438 Chamber of Commerce Bldg.

SAN FRANCISCO
612-615 Hearst Bldg.

SEATTLE
1510 Textile Tower Bldg.

LOS ANGELES EXAMINER

Put Your Message Before the Moderns

the May

When the consumer divides his pay envelope . . .

**Which influences him more?
Style in merchandise—or the
desire for leisure?**

DO CHANGES in style increase the total amount of goods sold—as business popularly supposes—or do they merely shift sales from one manufacturer to another? Is the desire for leisure an even more important factor in changing the course of consumer expenditures, shifting these from commodities to services?

Furthermore, in the purchase of commodities, how is consumer demand shifting to—or from—goods which are used up quickly, for example foods and toilet preparations, as contrasted with refrigerators and dining room tables? And in the choice of commercial services, exactly how do consumers choose between those services which



the May 11th issue of *The Business Week* . . . the 3rd article on
"The American Consumer Market"



ential and those for which the hand is elastic?

ng with the answers to these questions, many striking facts are brought out in the next article on "The American Consumer Market."

purchase article—the third of a series of consumer studies—appears in *The Business Week* (May 11th issue).

quickly, for the series as a whole is vitally significant because it offers to business exact information, never heretofore available, on the marketing trends

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of the years from 1919 to 1930. It is the *only* all-over study of the expenditures of our entire population over a long period—a period of 12 years. It covers about a thousand items — virtually everything the American people buy.

Whatever your business, you will be better able to chart its future course with this series of studies to aid you in defining your markets. The subscription to *The Business Week* is \$7.50. In Canada, \$10.00.

THE BUSINESS WEEK

330 West Forty-Second Street

New York City

Where are the Consumer's Dollars Headed?

You'll find the answer in the series, 20 studies, "The American Consumer Market", now running in *The Business Week*.



Worcester, Massachusetts

90,000 SHOPPERS IN ONE DAY

On Thursday, April 21, "Worcester Day," the stores of Worcester served more than 90,000 shoppers whose purchases made this merchandising event successful beyond the expectations of merchants and the merchandising bureau of the Chamber of Commerce.

New Record Set

According to Secretary H. L. Gustafson of the mercantile bureau, the number of sales on April 21 was in excess of those registered on the first "Worcester Day" held last October, when a new high mark was set for one-day sales volume in Worcester stores.

Entire Market Represented

Bus lines leading into Worcester from towns in the suburban trading area were crowded morning and afternoon. A considerable portion of the heavy automobile traffic was noted as coming from the suburban towns which find in Worcester a natural trading center.

Quality Merchandise in Demand

The trend of the buying, as checked by mercantile bureau observers, was towards substantial merchandise of the better qualities, with a pronounced emphasis on staples.

200 to 500% Above Average Sales

The day's business was reported as running from 200 to 500% greater than an ordinary day's business in the same stores. "A most satisfactory event in every way," declares the secretary of the mercantile bureau which sponsored Worcester's second Worcester Day.

This great, substantial market of Worcester city and suburban families who have money to buy—who are interested in quality merchandise—who continually demonstrate their responsiveness to newspaper advertising—is effectively cultivated through advertising in these newspapers alone.

Average Net Paid Circulation for the Year 1931

Over 105,000 Daily Over 53,000 Sunday

THE TELEGRAM-GAZETTE

Worcester, Massachusetts

George F. Booth, Publisher

Paul Block and Associates, National Representatives

New York Boston Chicago Detroit Philadelphia San Francisco Los Angeles

Twenty-five Calls a Day Basis of This G-E Contest

War on Sales Resistance Makes Salesmen Part of Big Army of Refrigerania

ALTHOUGH electric refrigerators are sold throughout the year, more sales are made during the fall and spring months. During these two seasons the Electric Refrigeration Department of the General Electric Company at Cleveland, has conducted various kinds of sales drives among its distributors and retailers.

In a sales contest conducted last fall, the entire country was divided into the mythical Republic of Refrigerania. Each distributorship constituted a State. Utility merchandising executives competed for senatorships; dealers competed for congressmen's positions; and the salesmen competed for mayoralties of Refrigerania's capital cities. Also, the distributors competed for office of president and for cabinet portfolios. Those receiving the greatest number of votes in the election contest were elected to their respective offices, votes having been based on sales quotas.

As a follow-up on this contest, the company decided to inaugurate a new sales drive during the spring months at a time when the new models of General Electric refrigerators were being introduced at reduced prices. This campaign is known as the Monitor Top War Campaign. The whole drive is based upon the Republic of Refrigerania set-up, which was formed in the fall. It is a co-ordinated sales and advertising campaign to make war on sales resistance.

Drive on from March 14 to June 11

The opening guns of the campaign were fired on March 14 and the drive will end on midnight, June 11.

All sales quotas are known as "objectives" and everyone—distributors, dealers and their salesmen—was assigned a definite objective in advance.

Objectives were figured in cubic

feet of electrification. Every cubic foot of refrigeration sold during the period of the campaign entitled the distributor to a certain number of miles of progress into the enemy's line, depending upon the size of the quota. In other words, a mileage factor was established for every distributor in relation to the size of his quota and based on the common objective of 1,000 miles, which is the equivalent of 100 per cent quota realization. Because of the equalization factor, each distributor, regardless of the size of his quota, has an equal chance with all other distributors.

Assigning Campaign Objectives

After a distributor has received his quota he assigns a campaign objective for each of his sales managers. Similarly, objectives were fixed for branch managers, power and light company merchandise managers, dealers and their retail salesmen.

A "War Manual" was issued and sent to all distributors and dealers so that they could have a complete outline of the campaign, its objectives and full details as to how it would operate. This manual contained all general rules and regulations and the complete organization outline of Allied Armies of Refrigerania.

During the campaign a special newspaper, "The Monitor Top Dispatch," is being issued weekly. It contains a graphic chart showing the advancement on each front and general news about the leading forces, army promotions, etc.

The General Electric 25 Plan, which was inaugurated several months ago, is used as the basis for the entire Monitor Top campaign. Salesmen recruited by dealers must make twenty-five interviews a day. This interviewing is cold canvassing, not for the purpose of selling, but to line up prospects and make



Portion of the Front Page of the "Monitor Top Dispatch" Filled with Front Line, Sales Action News

appointments for evenings or other times when the complete sales talk can be delivered conveniently to prospects.

A series of special mailing pieces was prepared to tie-in directly with the 25 Plan. Following is a brief outline of the direct-mail pieces and their application:

1. "The developer."

This booklet the salesman leaves at every home when canvassing.

2. "The hot shot campaign."

A series of three pieces of direct-mail that are sent a week apart, starting immediately after the salesman's canvass call, to prospects who refuse to make an immediate appointment for a complete presentation and who are considered by the salesman as live prospects.

After the third mailing of the "hot shot campaign" salesmen call again and try to make an appointment for a complete presentation.

3. The automatic follow-through campaign consisting of four pieces of direct mail is sent to live prospects who cannot be closed with in thirty days after the salesman's canvass call. These four pieces are sent approximately one month apart.

After the fourth mailing the salesman calls again and if the prospect cannot be sold at that time, the name is removed from the list and no more literature sent.

At the end of the drive, each salesman is to be awarded by his

dealer-employer articles of clothing, depending upon how much of his quota has been made. Individual prizes such as cigarette lighters, key containers, etc., are being awarded weekly to leading soldiers by the General Electric Company.

Promotions in the Army of Refrigeraria are made weekly. A General is in command of a front. The Lieutenant-General (distributor) leading his front (district) at the end of the week is promoted to General. A General who fails to retain his lead at the end of the week is demoted to Lieutenant-General.

The Generalissimo is the chief commanding officer of the Allied Armies of Refrigeraria. At the end of the week, the Lieutenant-General or General, as the case may be, who leads all other distributors, is promoted and commissioned as Generalissimo. Likewise, he is demoted if he should fail to retain his lead.

All Salesmen Started as Buck Privates

In the field army and other armies, officers are either promoted or demoted in a similar manner. All salesmen at the start of the campaign started as buck privates and as their objectives are reached and passed they are promoted to private, first-class, then corporal, sergeant, second-lieutenant, etc.

In any contest of this kind a concern is apt to neglect to create the proper atmosphere and thus

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fails to get participants truly enthusiastic. General Electric by its method of presentation has made this campaign realistic.

The official newspaper carries with it the atmosphere of war. The first issue had an eight-line streamer — "Refrigeraria Declares War." The second, even more impressive, featured a news photograph of "Actual front line fighting snapped by one of the *Dispatch's* camera men at the front and rushed to War Department headquarters by telephoto." Each article is written with a news touch as though actually dispatched by a reporter at the battle front.

Progress Charted on Maps

The progress of the war is being charted on large war maps especially prepared for that purpose. There are two maps, each forty-four inches by sixty-four inches, printed in four-colors. War Map "A" is for use of dealers, branch stores and district and division offices of power and light companies.

War Map "A" and War Map "B" are combined for use at the distributor's headquarters office and the power and light company's headquarters office for charting the progress of all divisions, districts and branches.

Colored pins are used to mark the progress of each participant in the campaign.

The maps depict the different sales resistances which confront the General Electric Refrigerator salesman and which he must overcome in order to reach his objective. Resistances take such form as Buylater Forest, Indecision, Cantafford Lake, Obstacleville, Dale of Depression, Spoilage Town and Resistance Mountains.

In the national campaign, the power and light companies are established as the Aviation Division of the army. Plans were slightly altered to conform to the peculiarities of public utility set up.

The Monitor Top War Campaign is being backed up with extensive national advertising. Full-page space in magazines and farm

papers and outdoor advertising are being used. A special series of radio broadcasts was employed to launch the drive.

Approximately 1,000,000 telegrams were sent out to prospects throughout the United States announcing the new low prices and inviting prospects to a preview of the new models.

The telegrams, national and local advertising formed the basis for the Seven Day Barrage during the opening days of the campaign.

A giant folder, eighteen inches square, was mailed to retailers so that they should know exactly how to conduct the individual campaigns, prepare their showrooms and instruct their salesmen.

All dealers were urged to prepare store displays featuring the entire line of new models. Special dealer helps including reprints of national advertising, local newspaper advertisements and direct-mail folders were supplied.

A "visualizer" has been prepared for retail salesmen. It is an illustrated story presenting the superiority of the General Electric Refrigerator in a manner easily understood. The "visualizer" is designed to show the talking points of the General Electric Refrigerator by illustration and comparison with familiar objects. This twelve-page manual contains many photographs instructing retail salesmen just how to demonstrate the qualities of the G-E Refrigerator.

* * *

With a sales campaign of this kind which is so well organized and of such great magnitude, it is impossible in limited space to put down every detail. The general outline presented here will give an idea of the campaign's completeness.

It is sufficient to say, however, that it is seldom one will find a sales campaign which has been worked out in such detail.

"Although I have been active in staging a great many sales contests," says W. J. Daily, sales promotion manager of the Electric Refrigeration Department, "I have yet to see one which aroused such tremendous interest as this one has."

Company Subscriptions Analyzed

OHIO BRASS COMPANY
MANSFIELD, OHIO

Editor of PRINTERS' INK:

It is not out of order for you to suggest that we address one of our present subscriptions to PRINTERS' INK to one of the members of our organization, but it would be out of order for us to do so.

It is perhaps time that the Audit Bureau of Circulations brings its practices up to date with the practices of subscribers, many of whom route single copies to a large number of individuals. Ten or fifteen or twenty-five years from now somebody connected with the A.B.C. will have solved this problem. The practice might just as well be brought up to date now instead of waiting that length of time.

The copy in question is routed to twelve individuals in our sales department and divisions. If it is addressed to an individual there is always the danger that it will be delivered to him directly instead of being brought to a central location for routing.

GLENN H. EDDY,
Manager Advertising Dept.

TWICE a year PRINTERS' INK analyzes its subscription list for the Audit Bureau of Circulations. Because some buyers of advertising space are guided by the number of executives listed as subscribers and overlook entirely the value of subscriptions in company names in estimating the value of a publication, we asked the Ohio Brass Company for the name of the executive to whom the paper should be addressed. It is to this letter that Mr. Eddy refers.

It is not the A. B. C. that is to blame for this condition but rather some buyers of space who do not dig deep enough for the facts. In many instances a subscription is ordered under the company name for the very reason that the company wishes to make sure that several executives will read the publication regularly.

For instance, a checking was recently made of 435 companies receiving PRINTERS' INK under the company name. This revealed that in these companies there are 1,242 executive readers. Of these 123 are presidents and owners and 219 are vice-presidents, secretaries, treasurers or general managers. One hundred seventy-eight are sales executives and 197 advertising executives. The remaining 525 are

department heads, miscellaneous executives and their assistants.

A similar checking for PRINTERS' INK MONTHLY made among 389 companies showed 1,071 readers, divided as follows: Presidents and owners, 102; vice-presidents, secretaries, treasurers or general managers, 186; sales executives, 141; advertising executives, 182; miscellaneous executives, 460.

The case of the Ohio Brass Company, in which PRINTERS' INK is routed to twelve different individuals, is certainly not unique. Many copies of this publication contain not twice-told, but dozen-times-read articles.—[Ed. PRINTERS' INK.]

Community Advertising Group to Meet

A departmental session of the American Community Advertising Association will be held on June 22, in connection with the annual meeting at New York of the Advertising Federation of America.

Don E. Mowry, of Sears, Roebuck and Company, Chicago, is chairman of the program committee. Consideration will be given in the general make-up of the program to tourist business, advertising for new industries and industrial re-establishment, the effort that communities are making to obtain national store organizations and the view held by such national organizations in location determination.

Organizations and associations active in promoting various phases of community advertising, who desire to have their last year's activities briefed for bulletinizing at the convention, should address Mr. Mowry, at Chicago.

E. N. Hyde Appointed by General Outdoor

Earl N. Hyde, formerly with MacManus, Inc., has been appointed market representative for the Detroit territory by the General Outdoor Advertising Company, Inc., Chicago. He was engaged in the outdoor advertising business for a number of years prior to his association with the MacManus agency.

Appointed by Chicago "Journal of Commerce"

Robert E. Potter has been appointed advertising manager of the Chicago *Journal of Commerce*.

Frederick West, previously advertising manager, has been appointed circulation manager.

H. K. Pritchard and John H. Baxter have joined the staff of Thomas M. Bowers, Los Angeles advertising agency.

Announcing

Roche, Williams & Cunningham *Advertising*

Philadelphia · CHICAGO · Buffalo



*An organization of
over one hundred people . . . in
which the creative talent and
administrative experience of
two outstanding advertising
agencies have been combined
. . . for the purpose of render-
ing still finer service to thirty-
three distinguished clients.*



Roche, Williams & Cunningham



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DUKE HUTCHINSON	C. HENRY MASON	ETHEL MAY PIERCE
ARTHUR HEIBERG	H. J. DETTERICH	EDITH ELLSWORTH
J. B. CAMPBELL	R. Q. MURPHY	RAYMOND SENG
J. H. SHELDON	A. GARWOOD	BYRON CORCORAN

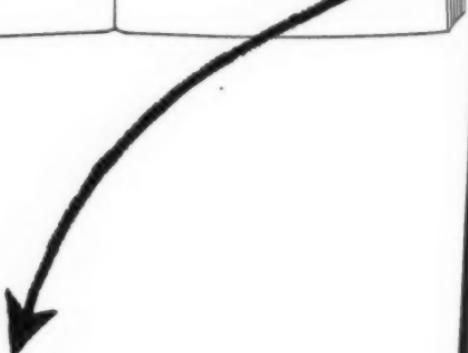
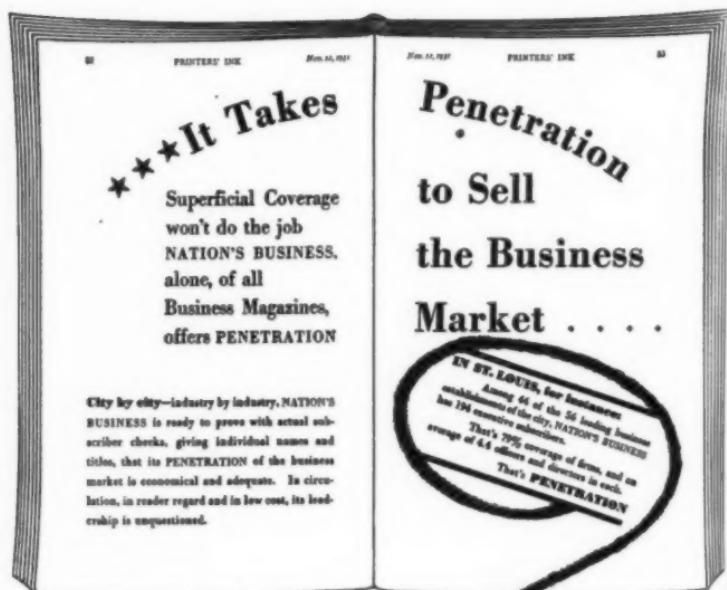
*Among the products and activities
advertised by Roche, Williams & Cunningham are:*

Old Dutch Cleanser	Studebaker Motor Cars
Sunoco Gasoline and Lubricants	Chicago, Milwaukee, St. Paul and Pacific Railroad
Bendix Products—Automobile- Aviation-Marine-Industrial	Mayflower Wall Papers
American Face Brick Association	Williams Ice-O-Matic Refrigerators
College Inn Food Products	Chicago Bank of Commerce
Grove's Bromo-Quinine	Chicago & Eastern Illinois Ry.
Hump Hair Pins	Arcade Toys
Carnation Flaked Wheat	Rockne Motor Cars
Pierce-Arrow Motor Cars	Bowman Dairy Products
Ditto Duplicating Machines	Lee of Conshohocken Tires
Williams Oil-O-Matic Oil Burners	Houdaille-Hershey Automotive Products
Sterling Electric Clocks	Studebaker-Pierce Arrow Motor Trucks
Corinna Waukesha Water	Deep Rock Gasoline and Motor Oils
Timken-Detroit Axles	Diamond T Motor Trucks
Macgregor Golf Clubs	Grove's Chill Tonic
Osborn Gloves	Gulbransen Musical Instruments
Free Wheeling Patents Corporation	Richards-Wilcox Door Hardware
National Federation of Coffee Growers of Colombia	



For the present, business will be conducted from the respective offices of Roche Advertising Company and Williams & Cunningham. About June first, or as soon as new quarters can be made ready, Roche, Williams & Cunningham will occupy the fifth floor of the Straus Building, 310 S. Michigan Ave., Chicago. There will be no change of address in Philadelphia and Buffalo.

May 5, 1932



IN LOUISVILLE, for instance:

Among 35 of the 38 leading business establishments of the city, NATION'S BUSINESS has 146 executive subscribers.

That's 92.1% coverage of firms, and an average of 4.2 officers and directors in each.

That's **PENETRATION**

A Defense of Tire Profits

Distinction Between Industry as a Whole and Individual Companies Is Drawn by Advertising Agent

By Arthur Kudner

President, Erwin, Wasey & Company, Inc.

[EDITORIAL NOTE: Profits in the rubber tire industry as a whole have been low in recent years. The five leaders—Goodyear, Firestone, Goodrich, U. S. Rubber and General Tire—last year registered a combined net loss in excess of \$15,000,000 on an aggregate sales volume of around \$520,000,000.

Two of these companies, however, showed a net profit and The Goodyear Tire & Rubber Company, whose advertising account is handled by the agency of which Mr. Kudner is president, is one of the two.

The article to which he refers was based on a study of data from a number of reliable sources. We believed it to be accurate in its conclusions and still do, insofar as it applies to the industry as a whole.

But Mr. Kudner is entirely within his rights in disagreeing with our findings as affecting individual company practice and we are glad to give him this space so that he can present his interpretation of the data we gathered.]

Editor of PRINTERS' INK:

IN your issue of April 7 you published an article headed, "Not Interested in Profit," with the sub-heading "Tire Industry Furnishes Lesson in Dangers of Private Brands and Price Cutting."

During the course of this article, you claim that the tire industry is suffering from "no-profit original equipment" and from factory-owned stores, and that tire manufacturers have put volume before profit.

You assert that "ill feeling between manufacturer and independent (dealer) has been increasing within the last few months," and say "the whole affair is an enormous mess." The manufacturers have no one to blame but themselves, "although some of them do try to blame the dealers."

This theme is expanded at length, with only a casual admission that "there are only a few exceptions." You neglect, however, in using the word "few" to point out that over 75 per cent of all the tires manufactured are made by a "few companies"—four to be exact—and that two of these four made a profit last year.

The truth about the tire industry is that it is like almost every other industry: It has its successes and its failures. There has been a considerable tendency of late to make the tire industry a horrible example by analyzing the combined records of its successes and its failures, leaving the casual reader with the unfair impression that every manufacturer in the industry has an equally gloomy record. It means almost nothing to say, as you do, "the industry is open to severe criticism for its lack of foresight and its inability to make profits for its stockholders" since "the industry" has no stockholders. You can fairly talk only in terms of individual companies.

And in justice to the management and stockholders of the successful companies, I believe that your magazine should review the questions you raise in the light of the following facts.

Is it true that tire manufacturers are "not interested in profits"?

Since 1922, the largest company in the industry has earned \$101,681,062. Due to heavy inventories of raw materials on which it took losses in 1921, it started the last decade with no surplus and a huge bonded indebtedness. It has today a surplus of \$37,662,378. It has paid \$61,760,448 in dividends. In addition, it has enlarged its manufacturing facilities. In the last seven years it has returned 8.46 per cent on every dollar of invested capital. It made a profit in

1931, as did also one of its foremost competitors.

Are tire companies wrong in believing that volume is important to profit?

The two companies which showed profits in 1931 were the two which sold the largest number of replacement tires. There have been something like 200 tire companies at one time or another. There are about thirty today. The companies which did a volume of business earned money. Those which did not attain volume have disappeared. Apparently, volume is important.

What effect does the manufacture of private brands have on profits?

One of the two most successful tire companies manufactures tires for a mail-order company. The other does not. Take your choice.

What effect does the manufacture of private brands have on dealers?

This question is by no means limited to the tire business. Have you ever looked through a mail-order catalog? If so, you know that the products of many of the country's leading manufacturers are for sale there. It is hard to believe that so many successful companies are all wrong. In many cases, these products are offered under their nationally advertised names. In the case of tires, the mail-order companies and the gasoline chains do not get the tire manufacturer's brand and sell it at a price concession. They go to the tire manufacturers and have a tire made to their own specifications.

If the large companies refused to make these tires, it would certainly not prevent the chains or mail-order companies from getting them made. Small companies would make them. Instead of attempting a useless and ostrich-like boycott, the tire companies which you accuse of having no interest in profit belie your charge by taking this business at a profit. You can be sure they have not done this without analyzing its effects on their own dealers' sales.

You say that in 1931 replacement sales totaled 37,000,000 and of this total 8,000,000 tires were sold through mail order, chain stores and gas stations. But did the dealers who sold 80-odd per cent of the standard brands lose this business? Let us examine a few more statistics. Ten years ago, about the same per cent of the tires sold were handled by "gyp" dealers. The "gyp" tires were made by factories operating on a shoestring and they were sold at a cut price. Today you hear no more about the "gyp" dealer, and that portion of the public which bought such tires is better served by the mail-order houses and the chains. The regular tire outlets are still getting their share of the available business. As a matter of fact, the outlets of the four foremost tire manufacturers are getting a larger percentage of the total renewal tire business than they did five years ago.

Is the handling of original equipment business uneconomic?

Four of the five manufacturers who build the most popular brands of tires sell to automobile manufacturers. The fifth, up to the present time, has not done so. Two of the four who sell tires to automobile factories made a profit in 1931. The company which has no automobile factory business had a deficit in excess of \$400,000. I do not say there is a direct cause-and-effect relation here, but at least it looks as if volume contributed to profit.

From the dealers' standpoint, repeated investigations have shown two interesting facts. When a car is delivered with four tires of a particular make, the dealer has an opportunity to make an immediate retail sale at regular price. And when the tires used as original equipment are good, this type of business works to the benefit of renewals like any other "sampling."

How does the factory-owned store affect factory profits?

You point out that in 1931 replacement sales other than chain store, mail order, etc., were 29,000,000 tires. You say that 10,000,000 of these were sold through

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factory-owned or factory-controlled stores. It is my impression that perhaps less than half this number were sold in this way but accepting your figure as correct it seems to me that here is a fact worthy of study rather than condemnation.

This type of store is a comparatively recent development. There are less than a thousand in operation, whereas there are about 75,000 independent dealers. In other words, a limited number of factory stores did over 30 per cent of the business if your figures are correct: 75,000 independent dealers did the rest.

In 1932 most of the factory-owned stores of at least one manufacturer are doing more business than they did in 1931. From these two facts, it would certainly seem that properly operated factory stores are no liability.

How does the factory-owned store affect independent dealers?

The answer to this question depends on the policies of individual manufacturers. If the company store is set up in direct competition with independents, in the same city, it may hurt their business. But even on this score, you cannot speak with certainty. In a larger city, no small dealer can afford to use newspaper advertising. A company store can. Its advertising creates business and a part of that business goes to every dealer. The increased interest in the particular tire advertised makes more business for everyone.

On the other hand, if the factory operates stores in cities only where it is unable to get good independent representation—if it uses its stores as experiment stations in retail sales methods and passes this information on to its independent dealers in other cities, there can be no doubt of the benefits. If, as you say, independent dealers need help in merchandising, the best help is that which has produced results under actual selling conditions.

How about price?

I know few industries which have had as wide a variation in the price of raw materials as the tire

industry. Everyone knows what fluctuations have occurred in the price of crude rubber.

There is, I believe, an open question as to how far the manufacturers should go in passing on the advantage of low-priced rubber to the consumer, but there is much to be said right now for making prices as attractive as possible. If the sale of tires can be increased by low prices, it means more work for the people employed in tire factories, even though the net revenue to the manufacturers is the same.

To refer to the price situation in the rubber industry as "price cutting" is not exactly accurate, as the word is ordinarily used. Price cutting implies a day-to-day underselling, a continual price competition, a bickering operation which does not exist among the larger manufacturers. Price reductions come at fairly wide intervals, and when one changes, they all change.

Prices are on a dead level. *Actually, there is no competition in price.* This means, although the rubber manufacturers do not seem to recognize it generally, that in order to sell any brand of tire successfully, year in and year out, the manufacturer must advertise in a way which creates and nurtures a preference for his product entirely apart from price.

The price of a tire connotes value only in proportion to the extent that people believe in its quality. One factor, price, is the same—quality is the only variable in the equation low price plus high quality equals value. This means clearly that the tire company which hopes to succeed must have quality and must establish a preference for that quality by the volume and character of its advertising. Otherwise, the tire manufacturer will find himself on a tonnage basis.

I cannot make this point too emphatic. It is the solution, in large degree, to the essential problem of the tire industry. The tire which establishes, maintains and increases the preference for its product adequately protects its dealers from the competition of mail-order stores and gasoline station private brands. It provides a salable product for the independent dealer. It

guarantees its own volume of business.

This does not mean that tire companies can afford to ignore price advertising. Prices as low as those offered today are news to many people, even though all tire company prices are basically the same. But it does mean that no tire company which puts all its eggs in the price basket can hope to remain in a profitable business any longer than it can ride on the momentum it now has because of public preference.

Again, this is not a criticism of, or a comment on "the tire industry." It is fruitless to say that the tire industry should do this or that. But it is a policy of vital importance to individual manufacturers who want to pay future dividends.

ARTHUR KUDNER.

Two Tournaments for Chicago Dotted Liners

The Chicago Dotted Line Club of the Associated Business Papers is planning an "A.B.P. Frolic," consisting of a golf and bridge tournament, for June 6. The members of the Business Paper Editors Association of Chicago will be invited as guests, as will the membership of the Engineering Advertisers Association and Chicago agency men. A general invitation is also to be extended to men who were formerly with A.B.P. papers.

L. C. Pelott, Penton Publishing Company, is chairman of the committee in charge of arrangements for the golf event. Associated with him are H. A. Morrison, Simmons-Boardman Publishing Company, and E. V. Perkins, *National Petroleum News*. W. J. McDonough, *Dry Goods Economist*, is in charge of the bridge tournament.

Death of G. W. Klau

Gustave W. Klau, chairman of the board of Klau-Van Pietersom-Dunlap Associates, Inc., Milwaukee advertising agency, died on April 30, at that city. He was fifty-nine years old. He helped organize the Klau-Van Pietersom-Dunlap agency in 1905 and had been president of the company until a year ago. He is survived by a son, Harold, who is assistant art director of the agency.

New Account to Larchar-Horton

The Glo-Ax division of the Knox & Morse Company, Cambridge, Mass., has appointed the Larchar-Horton Company, Boston, to direct its advertising account. Glo-Ax, a new liquid floor wax, will be featured in the company's advertising.

New Accounts to Donahue & Coe

J. R. Wood & Sons, Inc., Brooklyn, N. Y., Omega watches, Flower of Love wedding rings and jewelry, have placed their advertising account with Donahue & Coe, Inc., New York advertising agency.

United Artists Corporation, motion pictures, and Udall & Ballou, jewelry, both of New York, have also appointed Donahue & Coe to direct their advertising.

Maxwell Aley to Join Longmans, Green

Maxwell Aley, for the last ten years with The Bobbs-Merrill Company, New York book publisher, will join Longmans, Green & Company, publishers of that city, as editor in the trade book department, effective July 1.

With Metropolitan Motion Picture Company

V. F. Woodcox, formerly with the Visual Demonstration System, Buffalo, N. Y., has joined the sales department of the Metropolitan Motion Picture Company, Detroit.

Crystal Chemical Company Changes Name

The Crystal Chemical Company, Inc., New York, maker of Outdoor Girl beauty products and Z.B.T. Baby Talcum, has changed its name to Crystal Corporation. There will be no change in ownership, officers or directors.

Appoints S. S. Koppe

Perfiles, general home magazine, *Agriculura Y Zootecnia* and *Arte Y Decoracion*, all published in Cuba, have appointed S. S. Koppe & Company, Inc., publishers' representative, New York, as their advertising representative in the United States and England.

F. F. Smith Advanced by Toronto "Globe"

F. F. Smith, for some time assistant advertising manager of the Toronto *Globe*, has been appointed acting advertising manager. He has been with the *Globe* for over seven years.

Appoints W. I. Tracy

F. A. Thompson, Newark, N. J., manufacturer of sauerkraut juice, has appointed W. I. Tracy, Inc., New York to direct its advertising account. News papers will be used.

Joins Ralph Jones Agency

Keith Fowler, formerly with the New York staff of Erwin, Wasey & Company, has joined the New York office of The Ralph H. Jones Company, advertising agency.

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PERFORMANCE tells the story of the possibilities of the Washington (D. C.) Market and how to command them.

In advertising for 1931 the Washington (D. C.) Star with 23,706,576 lines led every other newspaper in the country but one. Indicating two things—the absence of depressing influence on one hand and on the other the outstanding supremacy of **The Star** as an advertising factor in its field.

The circulation of **The Star** is steadily increasing—growing as the market grows. During the last decade the daily increase approximates 26,000; and the Sunday increase more than 30,000. Of **The Star's** total circulation, 97% Evening and 96% Sunday, is confined to the Washington Market—which comprises the National Capital and the 25-mile shopping radius into Maryland and Virginia.

The Washington Market has the busyness of normal times—with only one medium necessary to cover it COMPLETELY and INFLUENTIALLY. **The Star**—Evening and Sunday—is the "home paper" of nearly three-quarters of a million well-to-do people.

New York Office
DAN A. CARROLL
110 E. 42nd St.

Chicago Office
J. E. LUTZ
Lake Michigan Bldg.



To The Executive Whose Signature Req...

Where Is the Market of theat...

MUCH has been heard about Unemployment.

But too little has been said about that vastly greater army of EMPLOYED.

For it is to the gainfully EMPLOYED that the advertiser must look today for immediate results.

It is just as true now as it ever was, that if you want to *sell* your product, you must reach the people who *can buy*.

Today there is only one place in the United States where this great army of gainfully EMPLOYED gathers every day, twice a day. And that is in the street cars.

Here you will find them each day, on their

STREET RAILWAY

220 West 42nd, N.Y.

nature Required On Advertising Contracts

(No. 1 of a Series)

Buying Power Creation?

way to and from the jobs which gain for them the power to buy . . . your product.

The surprisingly low cost of Car Advertising (in selected areas or complete national coverage) is quickly and convincingly demonstrated by a comparison with a budget which would attempt to reach these same millions of riders daily, through any other one medium or combination of mediums.

And keep in mind that these are the millions who hold in their hands today the Buying Power of the Nation.

More than ever before, Car Advertising is today Concentrated Buying Power.

On request: Rates and constructive information on buying areas which constitute your immediate sales problems.

W. S. B.

LWADVERTISING CO.

42nd, New York

The Cash Value of Intangibles

PERMANENCE

For more than half a century our plant has stood as a monument to printing art.

Quite logically, our permanent position could not have been earned without sound and tangible reasons, reacting to the advantage of printing buyers.

The answer may be found in our policies of management, in our extensive cost-reducing equipment, or in our experience extending over a period of fifty-six years in effecting dollar-saving short cuts.

Or, it may be a combination of these factors, that has built our permanent position, reflecting an ability to produce printing that will take the buyer's investment out of the red figures of the balance sheet.

ISAAC GOLDMANN COMPANY

Founded 1876

**80 LAFAYETTE ST.
NEW YORK CITY**

**TELEPHONE
WORTH 2-6080**

PRINTING OF EVERY DESCRIPTION

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Giving the Prospect a Final Push

Transatlantic Passenger Conference Features Reduced Rates to Win Last-Minute Tourists

THE transatlantic steamship lines are convinced that thousands of Americans are "on the fence" regarding vacation trips to Europe this summer. An advertising campaign, calculated to give the extra "push" necessary to dislodge these fence-sitters and bring about positive decisions on their European travel question, has been inaugurated by the Transatlantic Passenger Conference, of which all of the passenger-carrying transatlantic steamship lines are co-operating members.

This campaign, which has been introduced in newspapers in leading cities east of the Mississippi, will be continued for a period of six weeks, during which time it is estimated that a majority of people contemplating ocean travel this year will make up their minds one way or the other.

Copy stresses the fact that existing conditions make this a most appropriate year for transatlantic travel. The low cost of ocean travel is featured as well as the increased buying power of the dollar in Europe. "Europe's cultural and historic structures are all intact," says the copy. It further points out that the many attractions for which Europe is noted remain "unaltered by temporarily arrested material progress."

A Campaign Problem

One interesting problem arose in making up the campaign. In view of the fact that the organization sponsoring the advertising comprises steamship lines plying between many different ports it was impossible to feature any definite part of Europe in the campaign, either in copy or illustration.

A reproduction of the Eiffel Tower, for instance, would hardly be just to the steamship lines touching only Italian ports. A picture of Venetian canals, on the other hand, would not be appropriate for a campaign which is sponsored in part

by steamship lines plying only between New York and Havre. The advertising, therefore, features only the continent of Europe, with no specific country being mentioned in any of the advertisements. For illustrations pictures are used which are symbolic of sea travel and the stress is put entirely upon the idea of going abroad.

Price is used as the major appeal. Actual figures comparing the rates of this year with those of last year are included in each advertisement. Rates are quoted for trips of both one month and six weeks, which have been chosen as the two lengths of trips most popular with vacationists going to Europe. The rates printed in the advertising include prices for travel by first class, cabin class, tourist class and third class.

The campaign is institutional in nature and carries no signature, its sole motive being to sell the idea of visiting Europe this year. Only a single line at the bottom of each advertisement urges the reader to consult any authorized steamship or tourist agency or any of the transatlantic lines. The rates which have been quoted in the advertising are inclusive of all expenses for trips which can readily be arranged by any travel agency or steamship line.

We Help Build a Sales Course in London

THE UNITED YEAST CO., LTD.
LONDON

Editor of PRINTERS' INK:

We wish to thank you for your letter of April 1 dealing with the question of sales training courses.

We do very much appreciate the extensive information that you have outlined to us, and we will now check up your list with our files of PRINTERS' INK Publications.

We feel quite sure that what you have pointed out to us will be a valuable basis upon which to construct our own course, and once again we do wish to acknowledge our indebtedness to you for your kindness in giving us such complete information in your letter received today.

CHAS. M. C. SYMES,
Advertising Manager.

Utility Advertises Other Outlets for Electrical Appliances

Boston Edison Newspaper Campaign Features Local Contractors and Dealers

THE major product that an electrical utility company has to sell is current. The more appliances that use this current, the more of its product the utility will sell.

It is for this reason probably as much as any other that so many utilities have gone into the business of selling appliances. However, there has been a growing feeling on the part of the independent dealer that, whereas the utility has been given the right to supply electricity to its community, it has not been granted the franchise to compete with the local trade so far as retailing appliances is concerned.

The importance of this phase of the utility business is indicated by the fact that already two States—Missouri and Oklahoma—have passed legislation prohibiting the utility from selling electrical appliances. Similar bills have been introduced in the legislatures of several other States.

The Boston Edison Company sells both current and appliances. However, it has always maintained a liberal policy of co-operation with individual dealers. For some time local contractors and dealers have been able to purchase direct from the company approved appliances at standard cost prices which they in turn can sell to the consumer at a fair profit. To help sell these there is a merchandising plan which includes free window trimming of the dealers' stores and cooperative advertising.

However, in a recently inaugurated educational campaign in newspapers the dealer becomes a factor in the company's own advertising.

The campaign itself is based on the idea of the All Electric Home, a home fully equipped with all modern labor-saving electrical devices.

This campaign is aimed almost entirely at women readers and the copy talks in terms of universal

interest to women, emphasizing youth, beauty and leisure.

For instance, the first advertisement was headed, "What story do your hands tell?" and asked the question, "Are your hands soft

"Git up off'n yo' knees"

Only the rich of a Southern dairy eng. has it quite pretty
other others don't you think?

"Get up off'n yo' knees" only step that way is demanded?

that looks good to you?

It's in an ALL ELECTRIC home. The farm laundry does the

dirty work. Laundry the profession. House's water when the

air is dry. Laundry the profession. Laundry, drying, uppering,

cleaning and all a - mornin' from

A little planning on your part will give you an ALL ELECTRIC home.

The cost of the equipment is paid for in a few months.

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you got it?" "Git up off'n yo' knees," "Loveliness, Inc.," and "Mews on electricity from puss in the corner."

In all of these advertisements the copy moves swiftly and drives home the story that the house which is well equipped with electrical appliances creates happy housekeepers. The artwork is planned to get attention and at the same time to have the delicacy and charm necessary for the woman appeal.

In each advertisement the main copy is followed by a paragraph headed, "Know your electrical contractor and dealer." This reminds the reader that her local electrical dealer's is a good place to buy standard electrical appliances at standard prices and terms.

It is constant and appears in every advertisement for the obvious reason that the neighborhood

contractor-dealer is the backbone of the distributing system for electrical appliances. In addition the advertisements also include mention of those retailers who have more recently taken on appliance lines, such as department, furniture, hardware and drug stores.

The space devoted to this appeal is aimed primarily at securing the co-operation of these dealers rather than definitely selling the consumer. Each month proofs of the individual advertisements are marked and sent to the dealers.

A recent investigation within the territory of the company shows that between 75 per cent and 80 per cent of the total appliance business is done through these outlets. Obviously if such outlets can be strengthened and helped to sell more appliances, the utility in turn will sell more electrical energy as a result.

What Groucho Says

Just a Little Gossip—Wat'ja Mean "Little"?

WHAT'S the news? Oh, not much only that P & B have got a few million dollars' worth of G. P. G. advertising and Sampson and Co. are out that much.

You heard about that, eh?

Well, Kline sez 500 new advertising agents have started biz the last few months, mostly the cast-outs from agencies which have fired people. Chance for some more off-shoots from Sampson and Co.

Let's see, Table Ginger Ale is reputed to be on the loose. Nothing in the rumor according to my reports. Looks like Aaronson is strong as ever.

Also reported that Zee Zee was all set to get Pineapple Soap when the famous Chester Holmes was staged to visit the Pineapple Soapery.

It seems Holmes was writing a book on "This Clean Generation," and 'course he had to see a soap factory. This gave a chance for his partner, Billingsworth, to chisel in and first thing anybody knew it was Holmes, Barnes and Billingsworth who landed Pineapple Soap 'stead of Zee Zee.

Is that news enough? No? Well then couple days after Holmes, Barnes and Billingsworth got Pineapple with a million, they lost Swasthchild's Sausages who had been spending a million and a half and let a few more experts go out to found new agencies.

Bosworth Co. has closed its model store and Amory Ad Co. has hired a new radio expert.

It is reported that a couple agency men are getting divorced and that five thou a year is becoming a big salary again.

Oh, I nearly forgot. A. N. P. A. is still trying to find out how many people listen in on radio and the broadcasting companies are willing to tell 'em free of charge. Kinda hard to agree on the figures.

They say not so many funny men and crooners are making five grand per hour broadcasting as once were and that speculative space selling and street apple vending are getting more nearly on a par.

All this is just gossip, but you would have it.

GROUCHO.

Coaxing Shoppers to Demonstrate Their Own "Self-Manicure"

"MAKE it easy to buy," is a maxim of selling. Making it easy to see and touch and try out the product in use, is merely a logical extension of that maxim. Coaxing the shopper to become her own demonstrator has a decided advantage in that the woman who might shy from the sales talk and possible sales pressure of a personal demonstrator may do her own demonstrating without let or hindrance—in her own sweet way.

The Glazo Company, a subsidiary of the Northam Warren Corporation, is putting this idea to work, backed up by extensive advertising. Every woman may become her own manicure demonstrator under a new retail merchandising plan, centering around a newly created counter stand which combines display with an invitation and provision for the shopper to try the product herself.

The "self-manicure" demonstration stand holds four bottles—three different shades of Glazo nail polish (natural shell, flame-crimson and geranium) and one bottle of polish remover. In front of the bottles there are two little covered receptacles, one containing fresh cotton for cleansing, and the other to hold used and discarded cotton.

Rising from the base of the stand, which is semi-circular with the straight edge at the back, is a display panel on which are the words: "Invitation . . . Try Glazo Liquid Polish With Our Compliments. . . . Apply one of these lovely shades to your nails now."

This free demonstration will be featured in national consumer advertising beginning in issues which

E. B. Wolfe Heads New Jersey Outdoor Group

Edgar B. Wolfe, of the United Advertising Corporation, Newark, N. J., has been elected president of the Outdoor Advertising Association of New Jersey. William Patton, of Patton, Patton, Inc., Glassboro, has been made vice-president. Louis St. John, of the General Outdoor Advertising Company, Atlantic City, is secretary-treasurer.

will be out early in May. The campaign, which will run for several months, will be backed up with a 40 per cent larger appropriation than in any similar period. The stand will be supplied free to drug stores with a special deal of selected Glazo products.



This "Self-Manicure" Demonstration Stand Invites Shoppers to Try Glazo

In addition to the self-demonstration idea, there is purposeful sales strategy back of this plan. It is believed that many women will try, not one, but all three of the shades. And, since there is an increasing vogue to keep several shades of nail polish on hand to wear for different occasions, the demonstrator is expected to encourage purchase of two or three shades at a time—making multiple sales the rule instead of the exception.

G. F. Smith with J. A. Tumbler

George F. Smith, formerly vice-president and general manager of the R. M. Hollingshead Company, Camden, N. J., Whiz automotive products, with which he had been associated for over eleven years, has been appointed general sales manager of the J. A. Tumbler Laboratories, Baltimore. He will be in charge of all sales and advertising activities.

Here's How Times Have
Changed in PITTSBURGH

1st AGAIN in Automotive Linage

The Sun-Telegraph continued to lead the Pittsburgh newspaper field in Passenger Car Display Linage and Total Automotive Display Linage in the first quarter of 1932.

The fact that the Pittsburgh Sun-Telegraph produces results for the motor industry is important to all advertisers to know, for newspaper readers able to afford new cars are most able to buy other lines of merchandise.

This is one more reason why we believe that the Sun-Telegraph is undoubtedly the first advertising buy in Pittsburgh.

Based on figures by Media Records
—with no alteration of any kind.

THE PITTSBURGH
SUN-TELEGRAPH

NATIONALLY REPRESENTED BY
PAUL BLOCK AND ASSOCIATES



THIS optimistic note in a page of the recent Starch survey for Tower Magazines, "What Families Want to Buy Next," is of immediate importance to department stores, rug and furniture stores, advertisers and agencies. Trade papers and business sales bulletins have given extensive space to the news. (*Babson's Reports, Home Ware Section of Retail Ledger, Women's Wear, etc.*) One well-known rug manufacturer has already used it in a broadside for direct selling to his retail outlets. 14.8% of the progressive TOWER readers interviewed said that a new rug was the first purchase to be made for their homes. Other preferred home wants included electric refrigerators, radios, sewing machines, furniture, washing machines, bed linens, tableware.

*This Starch survey was based on a representative sample of 1957 families. Project this 14.8% into terms of Tower's total circulation and it becomes 194,829 immediate prospects.

**TOWER MAGAZINES' Circulation
Concentrates Around Rug Outlets**

100% of Tower Magazines' circulation is laid down in those 1204 high-profit markets where 75% of the retail business is done. The shopping woman who voluntarily purchases a Tower Magazine at a Woolworth counter is buying her rugs in the nearby stores in those cities where 67% of the worthwhile department stores and 66% of the furniture stores are concentrated.

**TOWER Readers Are
Home Owners**

That expressed desire to buy beauty and comfort and work-saving equipment for the home is logical when you consider the substantial type of Tower's 100% urban readers. 47.6% own their own homes and 52.4% rent homes.

**TOWER Income Above
U. S. Average**

The Starch survey made in a depression year when the buying power of the dollar is so much greater, estimates the average income of Tower readers at \$2519, which is above the average for the United States as a whole.

**One-fifth of a Cent
Per TOWER Family**

TOWER MAGAZINES' page rate of \$2500 guarantees 1,250,000 readers—at one-fifth of a cent per family.

A. B. C. statement 1,316,418.



TOWER MAGAZINES, Inc.

55 Fifth Avenue, New York, N. Y.

919 N. Michigan Ave., Chicago, Ill.

6777 Hollywood Blvd., Hollywood, Cal.

1ST IN PEORIA . . . 2ND STATE . . . 21ST IN THE NATION

Total Advertising in *Age* Lines for Year 1931 of the Leading Newspapers of the United States

Baltimore Sun	M. E. & S.	29,316,159	Minneapolis Journal	E. & S.	15,079,703
Kansas City Star	M. E. & S.	23,507,598	Rochester Times-Union	M. E. & S.	11,629,176
New York Times	M. E. & S.	21,382,912	Houston Post-Dispatch	M. E. & S.	11,627,250
Washington Star	M. E. & S.	21,106,716	Welles-Barre Times-Leader	M. E. & S.	11,513,143
Louisville Courier-Journal	M. E. & S.	20,905,984	Schenectady Gazette	M. E. & S.	11,492,657
Providence Journal-Bulletin	M. E. & S.	20,905,984	Canton Repository	M. E. & S.	11,43,506
Detroit News	M. E. & S.	20,721,552	Wilkes-Barre Record	M. E. & S.	11,43,716
Chicago Tribune	M. E. & S.	20,721,552	Scranton Times	M. E. & S.	11,43,766
Philadelphia Public Ledger	M. E. & S.	19,660,341	Utica Observer-Democrat	M. E. & S.	11,43,784
Pittsburgh Press	M. E. & S.	19,341,278	Newport News (Va.) P-T-H	M. E. & S.	10,778,588
\$80,000 Age Union Tribe	M. E. & S.	19,014,155	Minneapolis Journal	M. E. & S.	10,693,216
Los Angeles Times	M. E. & S.	17,822,412	San Antonio Light	M. E. & S.	10,620,944
St. Louis Post-Dispatch	M. E. & S.	17,731,119	Salt Lake Tribune	M. E. & S.	10,322,916
Newark News	E.	17,770,769	Allentown (Pa.) Call	M. E. & S.	10,033,148
Philadelphia Bulletin	E.	17,019,907	Richmond News-Leader	M. E. & S.	10,95,145
Birmingham News-Age Her.	M. E. & S.	16,773,616	Evansville Courier-Journal	M. E. & S.	10,69,547
Baltimore Sun	M. E. & S.	16,550,204	San Jose Mercury-Herald	M. E. & S.	10,43,357
New York Herald-Tribune	M. E. & S.	16,349,003	Houston Post	M. E. & S.	10,39,928
Pittsburgh Sun-Telegraph	M. E. & S.	16,318,468	Boston Traveler	M. E. & S.	10,23,208
Des Moines Register-Trib.	M. E. & S.	16,118,266	Detroit Times	M. E. & S.	10,301,314
PEORIA JOURNALS	M. E. & S.	16,109,829	Kalamazoo Gazette	M. E. & S.	10,298,302
Hartford Times	M. M. & S.	9,956,256	San Francisco Chronicle	M. E. & S.	10,211,347
Los Angeles Examiner	M. E. & S.	11,900,999	Ind. (Indianapolis) Star	M. E. & S.	10,005,654
Oklahoma City News	M. E. & S.	11,854,862	Albany (N.Y.) Times Union	M. E. & S.	9,905,633
Memphis Commercial Appeal	M. E. & S.	11,591,240	Blacksburg (Va.) News	M. E. & S.	9,812,688
Boston Herald	M. M. & S.	11,593,558	Cleveland News	M. E. & S.	9,901,074
New York Sun	M. E. & S.	11,595,357	St. Louis Globe-Democrat	M. E. & S.	9,891,153
Brooklyn Eagle	E. & S.	11,174,032	Lansing State Journal	M. E. & S.	9,869,153
Chicago News	M. E. & S.	11,156,220	M-Morning Issue; E-Evening; S-Sunday; D-Daily		
New York News	M. E. & S.	11,135,308	Figures courtesy The San Diego Union-Tribune		

PEORIA JOURNAL-TRANSCRIPT



Represented Nationally by Chan. H. Eddy Co., New York, Chicago, Boston
Member Major Market Newspapers, Inc.

Newspaper Publishers Get Wage and Radio Reports

Howard Davis Elected President of A. N. P. A.

NEWSPAPER executives, at the annual convention of the American Newspaper Publishers' Association at New York last week, received a report urging the aboli-

tising agencies, and national advertisers.

Two representatives of the Government at Washington addressed the dinner meeting, which was presided over by W. E. Macfarlane, of the *Chicago Tribune*.

Patrick J. Hurley, Secretary of War, declared that in handling the present economic crisis the best defense was attack. He urged newspaper publishers to analyze more the instances of courageous action which individuals and businesses are taking, and to place less emphasis on analyzing the causes of fear.

Mr. Hurley paid special tribute to the automobile industry, pointing out that it picked the lowest point in economic conditions to launch a \$500,000,000 program as an expression of its faith in the American people to carry on.

Robert L. O'Brien, chairman of the United States Tariff Commission, briefly explained the workings of the tariff system of this and other countries, warning his audience that now would be a dangerous time to undermine this system, which he held is the foundation of such business as now is conducted.

Howard Davis, business manager



Howard Davis, President

tion of certain rules enforced by printing trades unions, and recommending wage cuts of 20 to 25 per cent, in order to balance budgets; adopted a resolution asking repeal of the recapture clause in the Transportation Act; heard that there was a growing movement toward smaller space for radio program listings and the transfer of such listings from the news to the advertising columns, and adopted a resolution dealing with lottery advertising over the radio. These actions are in addition to the proceedings reported in *PRINTERS' INK* last week.

With discussion of these and other problems completed, the convention elected officers and adjourned a day earlier than scheduled. The four-day program of publisher activities reached its climax with the annual dinner of the Bureau of Advertising, which once more brought together at the Waldorf-Astoria more than 800 executives of newspapers, adver-



George M. Rogers, Vice-President

of the New York *Herald Tribune*, was elected president of the A. N. P. A., on a motion introduced by Edwin S. Friendly, business manager of the New York *Sun*, and seconded by Colonel Frank Knox, publisher of the Chicago *Daily News*. Mr. Davis, who had been vice-president, succeeds Harry Chandler, publisher of the Los Angeles *Times*. Mr. Chandler was elected a member of the board of directors.

George M. Rogers, of the Cleveland *Plain Dealer*, who had been secretary, was elected vice-president. E. H. Harris, of the Richmond, Ind., *Palladium-Item*, was elected secretary. Walter M. Dear, of the Jersey City *Journal*, was re-elected treasurer.

Directors were re-elected as follows: E. H. Butler, Buffalo *News*; John S. Parks, Fort Smith *Times-Record*; Charles A. Webb, Asheville *Citizen-Times*, and S. R. Winch, Portland, Oreg., *Journal*.

Directors continuing as members of the board include: J. D. Barnum, Syracuse *Post-Standard*; Hilton U. Brown, Indianapolis *News*; W. E. Macfarlane, Chicago *Tribune*; F. J. Burd, Vancouver *Daily Province*, and Charles H. Taylor, Boston *Globe*.

Elzey Roberts, of the St. Louis *Star*, chairman of the radio committee, described the present radio situation and, in connection with radio commercial credits, called attention to a device for use by

listeners in eliminating advertising talks. By pressing a button, it was explained, this device will practically tune out any portion of a program objectionable to a listener.

Progress was reported on the transfer of radio program listings from the news columns to the advertising columns by individual newspapers. O. S. Warden, publisher of the Great Falls, Mont.,



E. H. Harris, Secretary

Tribune, said it was two years since Montana newspapers had published radio programs at all. It is the policy of his territory to treat radio on the same basis as any other news, solely on the basis of its merit. Mr. Friendly, of the New York *Sun*, said that since New York newspapers had omitted trade-names and the names of sponsors, very few complaints had been received from readers.

The consensus of opinion was that less space is being devoted to program listings. The subject is, instead, being treated on basis of news value.

Publishers were urged in buying newspaper features to stipulate in their contracts that these features were not to be used for advertising purposes, either in illustrated matter or over the radio. The convention unanimously approved a motion to this effect. Colonel Knox contended that use of such features by advertisers depreciated their value for newspapers.



Walter M. Dear, Treasurer

The association also adopted a resolution introduced by James G. Stahlman, of the *Nashville Banner*. This urged the retention by Congress of such verbiage in Section 13 of H. R. 7716, as it passed the House, affecting lottery advertising over the radio, as may be necessary to place radio under such similar restrictions in respect to lottery advertising as are imposed upon newspapers in the Postal Laws and Regulations.

In his report as chairman of the traffic committee, E. M. Antrim, assistant business manager of the *Chicago Tribune*, urged the adoption of a resolution recommending that Congress pass a bill providing for retroactive repeal of the recapture provision of the Transportation Act. Colonel Knox spoke in favor of this resolution, saying that passage of such a bill was urgently necessary to give the railroads, which were slowly being strangled to death, a chance to recover and that their recovery was essential to a return of prosperity. The resolution was adopted.

The association, by resolution, expressed approval of the Aberdeen, S. D., *American-News*, and its publisher and editor, a case involving contempt of court proceedings. The decision of Judge Bottom, in the case, as described by the resolution, was "An encroachment upon freedom of the press."

Passage of the resolution was recommended by the committee on freedom of the press of which Colonel Robert R. McCormick, of the *Chicago Tribune*, is chairman. The report was signed by S. E. Thomason, *Chicago Daily Times*, and William T. Dewart, of the *New York Sun*.

Joins Jerome B. Gray Agency

Frank Ewing, formerly with the sales staff of the *Lincoln Photo-Engraving Company, Inc.*, Philadelphia, has been appointed production manager of Jerome B. Gray & Company, advertising agency of that city.

Browning Arms to Anfenger

The *Browning Arms Company*, St. Louis, manufacturer of shotguns, has appointed the *Anfenger Advertising Agency*, of that city, to direct its advertising account.

Heads Bureau of Advertising Committee

EDWIN S. FRIENDLY, business manager of the *New York Sun*, who has been vice-chairman of the Bureau of Advertising



Edwin S. Friendly

of the A. N. P. A., is the newly elected chairman. He succeeds W. E. Macfarlane, business manager of the *Chicago Tribune*, who after serving as chairman for two years, announced his decision to retire. At the request of the committee, Mr. Macfarlane consented to act as vice-chairman for the ensuing year.

Altman's Appoints McCann-Erickson

B Altman & Company, New York department store, has appointed McCann-Erickson, Inc., of that city, as its advertising counsel.

Leaves American Writing Paper

John A. Owen, Jr., has resigned as assistant advertising manager of the *American Writing Paper Company, Inc.*, Holyoke, Mass.

Death of R. T. Olcott

Ralph T. Olcott, owner and publisher of *American Fruits*, *American Nurseryman* and the *American Nut Journal*, published at Rochester, N. Y., died recently at that city. He was seventy years old.

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vertising

265,906

A circulation never before reached by any Daily Newspaper in the entire West!

The average Daily circulation of The Evening Herald and Express for the Six Months ending March 31, 1932, was 265,906. This circulation was 42,000 greater than that of the second Los Angeles daily (a morning paper) and over 200,000 greater than the second evening paper.

This great circulation — concentrated 95% right in the City and immediate suburbs—enables the astute advertiser to

Cover Los Angeles

In the Evening
With One Newspaper
Without Duplication
At One LOW Cost

LOS ANGELES EVENING
HERALD AND Express

NATIONAL REPRESENTATIVES:

PAUL BLOCK AND ASSOCIATES

NEW YORK	CHICAGO	DETROIT	BOSTON
LOS ANGELES	PHILADELPHIA	SAN FRANCISCO	

Just another outstanding example of

LEADERSHIP

RETAIL Food and

The preference of food advertisers for the first Pittsburgh newspaper is obviously a preference for maximum sales out of their newspaper advertising investment. Here is the evidence: the gain in The Press almost equals the combined loss of the other Pittsburgh papers.



MEMBER OF THE UNITED
PRESS • • • OF THE AUDIT
BUREAU OF CIRCULATIONS
and of MEDIA RECORDS, INC.

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TROI



Grocery advertising

DAILY	First Three Months, 1932	Compared to Same Period, 1931
THE PRESS	315,964	Gain 66,899
Telegraph	232,449	Loss 14,110
Post-Gazette	13,700	Loss 52,984

Authority, Media Records, Inc.

The Pittsburgh Press

SCRIPPS-HOWARD NEWSPAPER

ATIONAL ADVERTISING DEPT. OF SCRIPPS-HOWARD
SPAPERS - 230 PARK AVENUE, NEW YORK CITY
CAGO - SAN FRANCISCO - LOS ANGELES - DALLAS
TROT - PHILADELPHIA - BUFFALO - ATLANTA



OVER 124 RADIO STATIONS

IN this nation-wide organization there are 124 stations equipped to broadcast by the latest Western Electric Method and available to choose from when building your multiple broadcasting chain over the World Broadcasting System. (In addition to that there are many supplementary stations available over this system for special sales problems.)

The units of this organization, tied together by special Western Electric broadcasting equipment, are as follows:

New England	10 stations
Middle Atlantic	26 stations
South East	24 stations
Middle West	31 stations
North West	6 stations
South West	15 stations
Mountain	2 stations
Pacific	10 stations

You can make any selection of stations you wish. It is not necessary to use all the stations in the territory.

Full information will gladly be sent on request.

USERS OF THIS SYSTEM:

OLDS MOTOR
FRIGIDAIRE
HUPP MOTOR
DUTCH MASTERS CIGARS
MAXWELL HOUSE COFFEE
CHEVROLET MOTORS
OAKLAND-PONTIAC
LIFE SAVERS
EDNA WALLACE HOPPER
PHILLIPS' DENTAL MAGNESIA
LOUIS PHILIPPE
JOUR WAVE-SET
UNITED DRUG
GENERAL MILLS-BISQUICK

Western Electric
NOISELESS RECORDING

WORLD BROADCASTING SYSTEM, INC.

50 West 57th Street, New York City

179 King St., W., Toronto 6-242 General Motors Bldg., Detroit
SOUND STUDIOS OF NEW YORK, INC. (SUBSIDIARY OF WORLD BROADCASTING SYSTEM, INC.) WESTERN ELECTRIC LICENSEE

Boss's Hobby Makes New Product

The Bronston Hat Company, New Advertiser, Makes Its Bow with
Ventilated Hat

THERE is a new crop of advertisers coming along. Many of them are from the ranks of those small and medium-sized businesses which without loads of dead capital and knowing nothing of huge bonded indebtedness, have the confidence, credit and courage to start something new.

It is well to remember that the great concerns and the near great or, to make it definite, those employing more than 250 people, make up only 4 per cent of the national payroll. The number of unemployed who once worked for the giant concerns is a much larger proportion.

The smaller man can move faster. He doesn't have to wait when he gets an idea. He starts advertising his idea with a small amount of money but is ready to go far when he gets response.

Consider as an example of the quick moving new advertiser, Harry E. Bronston, golfer and straw hat maker of Plainfield, N. J.

He likes to play golf in a hat.

He didn't care for the eight piece white hat with the green brim.

He didn't care for a cap. He wondered if he could work out a straw hat for golfers, wear one himself, try it out on his friends and perhaps get a new leader for his line of hats which could be advertised as something new and desirable.

So he tried it out in his plant.

He had some of his workmen experiment to work out a cool hat, in a shape which wouldn't look too "different," which could be sold at a profit at a reasonable price.

His first move, when he found the type of cool, ventilated hat he wanted was to wear one himself. That went all right. He changed it slightly, made it so it could be rolled up and slipped in a golf bag, then he started to give hats away to his friends, golf professionals, acquaintances.

He gave away some 240 hats as a start, then waited to see what the

recipients had to say about them.

The things they said gave him an added incentive to go out and sell some and also gave him talking points to help in his selling, and some "reason why" to add to his later advertising copy.

Then (this was late last summer) he decided to call on a list of golf professionals as his first logical sales outlet. Being a golfer



How Mr. Bronston Advertises the New Hat to Golfers

he knew the club pro could make or break a new golf accessory, that the modern pro, taught by a growing list of national advertisers, was a good merchant if he saw a new product on which he could make a profit.

Following late summer into the South he worked down to Florida. He sold "by hand," and with the aid of hard footwork, some 420 dozen of a totally new product in a bad season and with a late start.

This spring he started his first advertising, not with a great appropriation, but with a few thousand dollars invested in copy addressed to golfers. Reprints and other direct mail are being sent to a

selected list of some 1,500 golf professionals, each of whom is expected to act as a bell-wether; to talk and show the new hat, as well as act as distributor.

The full-page advertising copy for the new hat which he calls Hole-Hi, based almost entirely on the comments of the men who first tried it, mentions the professional as distributor, but allows a choice by coupon if the local man is not yet stocked.

Thus the hobby of its boss, caused this hat factory which started a few years ago, making then only fifteen dozen hats a day,

to develop and advertise a new leader.

The plant, now employing 200 people, offers another example of a potential, good-sized advertiser who gets started in a year when some of the big advertisers feel it necessary to stop.

For while golfers are the first prospects and the professional's shop the first outlets, similar products when consistently advertised have spread beyond the original boundaries set as a try-out. This may be another.

The golfer-manufacturer who started it, hopes so.



Ventilated Feet, Chapters III and IV

Ideas Added to Old Products Create Advertising Copy

EVER since PRINTERS' INK, March 10, answered an inquirer, the burning question of ventilated feet has been discussed and argued. The "Rancho" made by the George F. Keith Company starts full-page consumer advertising on May 7.

The Brown Shoe Company of St. Louis is advertising "Violet Ray" shoes, "manufactured by us and associated companies by authority of C. H. Daniels who holds U. S. Letters Patent."

Tried out for the first time last year, these shoes proved popular and the company has enlarged its line for this spring.

The Central Shoe Company, associate of the former company, is advertising "Air Cool" shoes to the consumer over the retailer's name as a product which will help build sales in the dog days.

Ventilation for shoes offers another example of a new idea added to an old product which produces advertising copy and added sales.



National Acme to Carpenter

The National Acme Company, Cleveland, has appointed Carpenter Advertising, Inc., of that city, to direct its advertising account. Magazines, business papers and direct mail will be used.

The Blyn Shoe Company, New York, has appointed Menken Advertising, Inc., of that city, to direct its advertising account.



An Advertisement for "Air-Cool" Shoes to be Run Over the Dealer's Name



Heads Poor Richard "On-to-New York" Committee

Charles H. Eyles, president of the Richard A. Foley Advertising Agency, Inc., Philadelphia, has been appointed chairman of the On-to-New York committee of the Poor Richard Club, in connection with the annual convention of the Advertising Federation of America, to be held at New York June 19 to 23.

Packers Merchandising Victors in Legal Defeat

Perhaps Decision in Consent Decree Case Saved Them from Probably Unprofitable Chain Expansion

THE Supreme Court of the United States, in an opinion of unusual significance, ruled this week that the meat packers who signed what has come to be known as the Packers' Consent Decree shall not be permitted to deal in the retail grocery business.

The decision covers other merchandising matters of high importance to the entire food field but, essentially, the refusal to modify the Packers' Consent Decree so as to permit the great packers to go into the chain-store business is the highlight.

The case has been dragging through the courts for practically three years. As a matter of fact, it was not long after the leading packers agreed to the decree, in 1920, which definitely limited the merchandising activities in which they might indulge, that they began to regret their action. Various efforts were made to have the decree set aside, culminating in the two petitions filed on August 10, 1929, by Armour & Company and Swift & Company in the Supreme Court of the District of Columbia. This court acted favorably. However, the case was brought to the Supreme Court of the United States and, in the decision just handed down, the packers were told, just about once and for all, that they would have to stick to the knitting which they agreed would satisfy them back in 1920.

The legal phases of the case are of the utmost interest to lawyers inasmuch as they revolve around the anti-trust laws. Its merchandising aspects are of equal, if not greater, interest to those concerned with distribution.

Briefly, what had happened was this: During the war, the packers had grown at an amazing pace. So fast did they encroach on the hitherto private preserves of various factors in the food industry, that a hue and cry was raised that

a horrible thing was about to happen: the food industry was about to be monopolized by a small group of packers! A strangle hold on the American stomach was imminent.

The leading packers were hailed forthwith to court. While they had facts and figures galore that convincingly proved that they controlled no more than a tiny share of the food industry, they perhaps realized that the state of the public mind was such as to preclude any appeal to reason. Consequently, instead of fighting the case, they—cleverly, they thought at the time—agreed to refrain from further extending their activities in certain directions.

Then Came the Rise of the Chains

But scarcely had the ink dried on their signatures to the decree, when the amazing expansion of the chain stores in the food field began. It was not long before the packers found their flanks exposed to attack and a court decree effectively preventing their bringing up reinforcements to meet the new threat. As each year went on they wanted more and more to get into the chain-store business, but there seemed to be no legal loophole. So an appeal to the courts was taken, with the result noted.

If the Federal courts had released the packers from the consent decree, their original plan, it is said, was to start immediately chains of retail food stores whose main stock in trade was to be meats. One packer contemplated a chain of 500 stores.

Now that all these plans have had to go by the boards, the packers probably feel that they have suffered a stinging defeat. However, there is room at least to wonder whether the packers are not open to congratulations; to wonder whether their legal defeat may not



"Cool" Shoes
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be really a merchandising victory. If there is one thing that the current depression has unmistakably proved it is that diversification, as a merchandising and management practice, did not live up to its reputation. The situation in this country was rapidly reaching the stage where big business was, figuratively speaking, taking in each other's washing. These side activities, as the current state of affairs has shown, have in many cases been the outstanding factor in producing red ink results for some large corporations.

It may just be that the packers would be able to develop and operate a chain of food stores that would rival in efficiency the A & P stores and some of the large voluntary chains. However, all mer-

chandising precedent indicates the opposite. If experience is any guide, and in merchandising it certainly is, then the chances vastly favored mediocre results in the packers' chain-store venture.

The packers' legal defeat will compel them to examine their merchandising possibilities to determine whether the present system under which they are operating does not offer them a logical weapon with which to combat chain-store competition.

In merchandising, as in other fields, necessity is the mother of invention, and now that chain-store operation is definitely closed to the packers, the chances greatly favor their finding other methods of meeting competition that will not lead them so far afield.

A. B. C. Revises Deduction Rules

THE board of directors of the Audit Bureau of Circulations, on recommendation of a committee previously appointed to study the question of outside investigations, last week at a meeting in New York adopted new rules looking to a more satisfactory operation of that feature of the Bureau's work.

The particular object aimed at is the disclosure to the publisher of all data upon which any proposed deduction from claimed circulation is based. The rules adopted are:

Substitute for Chapter E. Article I, Section I, the following:

When an audit shows variations from the figures contained in the publisher's statements for the period audited, it is the duty of the Bureau—

- (a) To make available to publisher all data (specific facts and not simply the general nature and type of facts) upon which the deductions are made.
- (b) To instruct auditors to take the initiative in informing the publisher as to the specific facts in the circulation operation that have led to the deduction.
- (c) If the publisher believes that the data so furnished are inadequate to justify the proposed deductions he may appeal to the managing director and, in the event of dissatisfaction with the managing director's decision, he may appeal to the board of directors.

Add the following to Chapter C,

Article I, Section I (b).

The difference between the total net paid circulation as shown in the Audit Report and that shown in the publisher's statement shall be explained and the number of copies representing each of the principal items involved in the total difference shall be stated.

In explanation of the latter amendment it may be said that the old rule provided for no segregation of the total deduction into the number of copies deducted for a particular cause.

Another rule adopted by the Bureau requires that wherever the "regular" price of a newspaper or periodical is referred to, the phrase means the regular price in force without having been announced with qualification that it is to be for a special limited period. Prices, other than "regular" and price reductions effected through the offer of premiums and combination sales with other publications, are to be set up as a separate item in that part of the reports devoted to "Analysis of Subscription Sales."

This new rule is effective with the audit period beginning October 1, 1932 for newspapers, and January 1, 1933, for all other publications.

The real worth of any journal as an advertising medium depends upon its character and standing in its community. Certain newspapers like

The York, Pa. Gazette and Daily

are real bargains right now as they have always been for those advertisers who desire to reach unusual communities like

York County Pennsylvania

and whose copy measures up to the high standards maintained by such a journal.

We urge you to investigate.

HOWLAND & HOWLAND, Inc.
National Representative

New York
393 Seventh Ave.

Chicago
360 N. Michigan Ave.

Announcing
the birth of the



WASTE CIRCULATION MAKES THE REAL COST HIGH

If you pay a dollar for a dozen razor blades and find that half of them are not sharp, you are paying at the rate of \$2 a dozen for sharp and useful razor blades. The waste makes the real cost high as compared with the apparent cost.

If you pay 20¢ a line for newspaper circulation of which only half may be effective, you are paying at the rate of 40¢ a line for the effective portion of the circulation. The *Truline Rate* is 40¢ . . . the *true cost*.

CONSULT THE A. B. C. STATEMENT TRUE

What percentage of a newspaper's total circulation is in the standard A. B. C. trading territory? Why the percentage is called "all other circulation" chiefly wasteful rural scatter.

If 20% is waste
the *REAL rate increases* 25%
Divide

If 30% is waste
the *REAL rate increases* 43%
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If 40% is waste
the *REAL rate increases* 67%
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If 50% is waste
the *REAL rate increases* 100%
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(The rate card presents the nominal apparent rate. The real rate is the effective circulation now expressed by the *Truline Rate*.)

CONCENTRATE YOUR ADVERTISING WHERE GREATEST PROFIT CAN BE MADE



RATE

Advertisers once bought space only by the agate *line*. Then space-buying moved a step forward with the invention of the *milline*. Today, advertisers are turning to **COST** **H** new and still more useful formula . . . the **TRULINE**

I. C. STATEMENT **TRULINE RATE FORMULA**
(*Two methods of calculating*)

of a newspaper in the stands in the territory? Divide the total circulation by the effective market circulation and multiply by the line rate, or . . .

increases 25% Divide the line rate by the percentage of effective circulation and multiply by 100.

increases 67% a year when rates are the subject of wide study, investigate the

increases 100% presents the nominal rate is the rate now expressed

informative possibilities of the Truline Rate when advertising for profit.

Scripps-Howard long has recognized the need for advertising rates on which advertisers could make a profit. As a fixed policy, Scripps-Howard has avoided forced methods, rural scatteration, forced combinations and other forms of "ghost circulation" which increase the real cost of advertising. If you want lower advertising costs, avoid phantom circulation. Banish the red ink from your advertising.

CRIPPS • HOWARD NEWSPAPERS

MEMBERS OF THE UNITED PRESS . . . OF THE AUDIT
EU OF CIRCULATIONS AND OF MEDIA RECORDS, INC.

YORK • CHICAGO • DETROIT • ATLANTA • BUFFALO
FRANCISCO • PHILADELPHIA • LOS ANGELES • DALLAS



What Is Market Research And What Can It Do for You?

Try to meet present day conditions without an exact knowledge of the tremendous changes that have taken place in the market for your goods—and you are sunk.

There is only one way to face this situation: Find out first what your problems really are. Get the facts from those who buy and sell and use your goods. Revamp your product, your policies, your selling methods or your organization as much as is needed to fit these facts. (That takes courage but it must be done.) Then—when you know you are headed right—give it the gas.

That, in simple terms, is market research. It is something you cannot do for yourself because you cannot be unbiased about your own business, and because it demands specialized experience and facilities which few possess. Without such facilities you waste time and money and cannot be sure of your results.

A. C. Nielsen Company provides for this purpose a wealth of experience, the best organized facilities, a sympathetic understanding of your problems, and a record of performance which commands confidence.

A NIELSEN-EASTMAN survey proceeds with thoroughness and precision through the steps above stated. Because we know our business we do not waste our time or yours—and time today is vital.

As a starter, send for our list of 37 questions to ask yourself about your marketing. Then, if you are interested in talking to us further, one of our executives will call upon you, without obligation.

A. C. NIELSEN COMPANY Marketing Engineers

4450 Ravenswood Ave., Chicago

500 Fifth Ave., New York

R. O. EASTMAN
Chairman of the Board

A. C. NIELSEN
President

An organization combining the Eastman and Nielsen experience and facilities, for market research and marketing counsel



Lloyd Maxwell

John Pierre Roche

Guy C. Pierce

Williams & Cunningham and Roche Agencies Merge

THE merger of two advertising agencies, doing a combined annual business of \$9,000,000, is announced by John Pierre Roche and Lloyd Maxwell, presidents respectively of the Roche Advertising Company and Williams & Cunningham, Inc., both with headquarters at Chicago.

The new company will be known as Roche, Williams & Cunningham. Mr. Roche is president; Mr. Maxwell first vice-president, and Guy C. Pierce executive vice-president. Other officers are: Gerald Page-Wood, Stewart Weston and Harry S. Bishop, vice-presidents; M. F. Williamson, secretary, and D. J. Kelly, treasurer.

Williams & Cunningham, Inc., has been in business thirty years. Henry P. Williams, its founder and former president, who died several years ago, was known as a pioneer in the movement to make advertisements dramatic instead of purely factual. The Roche agency, organized six years ago, has served as advertising counsel to a number of large manufacturers, including several of the largest in the automotive industry.

Accounts which will be served by the consolidated agency include:

Cudahy Packing Company, maker of Old Dutch Cleanser, Bowman Dairy Company, Bendix products, American Face Brick Association, College Inn Food Products Co., Paris Medicine Co., Hump Hair Pins, Carnation Flaked Wheat, Williams Oil-O-Matic oil burners and Ice-O-Matic refrigerators, Studebaker Corporation of America, Pierce-Arrow Motor Car Co., Rockne Motors Corporation, Ditto Duplicating Machines, Sterling Electric Clocks, Corinth Waukesha water,

Timken-Detroit Axles, MacGregor golf clubs, Osborn gloves, Free Wheeling Patents Corporation, Chicago, Milwaukee, St. Paul and Pacific Railroad, Mayflower wallpapers, Chicago Bank of Commerce, Chicago & Eastern Illinois Railway, Arcade toys, Sun Oil Company, Lee Tire & Rubber Co., Houdaille-Hershey automotive products, Deep Rock Oil Corporation, Diamond T motor trucks, Gulbransen musical instruments, Richards-Wilcox door hardware, and the National Federation of Coffee Growers of Colombia.

Until about June 1 the business of Roche, Williams & Cunningham will be conducted from the present offices of the two organizations. After that date new offices will locate at 310 South Michigan Ave. There will be no change of address in the offices at Philadelphia and Buffalo.

Appoints LaPorte & Austin

Davis, Dorland & Company, New York, insurance brokers, have appointed LaPorte & Austin, Inc., advertising agency of that city, to direct their advertising account.

Appoints Harlan Agency

The J. Pabst Sons Company, Hamilton, Ohio, has appointed the Jesse R. Harlan Company, Cincinnati, to direct the newspaper advertising of its new bottled lemonade.

Drug Industry Under Microscope in Government Survey

Important Findings on Pricing, Substitution and Selective Selling
Emphasized at St. Louis Meeting

LAST week at St. Louis was held the long-awaited National Drug Store Survey Conference. Attended by leaders in the drug field, the conference brought to light the results of an investigation that has been carried on for many months by the Department of Commerce in co-operation with drug manufacturers, wholesalers and retailers.

In summarizing the findings of the survey, Wroe Alderson, of the Department of Commerce, who directed the work, said:

"While much of this material remains to be analyzed some very significant facts have already been established. The most important may be summarized as follows:

"1. The retail drug trade, with a few notable exceptions, does not engage in aggressive merchandising, and hence is not fully capitalizing its opportunities for the creation of demand.

"2. The essential basis of aggressive merchandising is organization and sales planning, rather than high-pressure tactics in advertising or the sales interview.

"3. A redirection of retail sales effort is suggested by the predominance of men among customers, by the small number of multiple sales, and by observed consumer reactions to sales devices.

Location and Rent Important

"4. Location and rental problems are of paramount importance involving not only the success of the retail druggist but major issues concerning the entire industry.

"5. An era of store modernization is over-due because of the many new departments in the drug store which have not been fully assimilated.

"6. A basis for pricing from operating cost rather than from competitive considerations is urgently needed and would go a long way

toward clearing up some of the issues now vexing the trade."

One of the most significant findings of the survey was the demonstration that price has been over-emphasized as a customer bait, according to Mr. Alderson.

"Considerable evidence has been collected in the course of the survey that the cut-price sale does not stimulate the sale of other items. Under aggressive merchandising, every effort is made to sell merchandise carrying higher margins, once the customer has entered the store to buy the advertised leaders, but apparently with slight success.

Crowd Hampers Direct Suggestion

"If the advertising is successful in creating a capacity crowd in the store, it automatically cuts down the opportunity of the sales people for direct suggestion or persuasion. The result is that most of the time during the day of the special sale is spent in passing out the advertised leaders to customers who already know what they want and who have in many instances provided themselves with memorandum lists based on the published advertisement. If any increase occurs on other items handled by the store, it is through customers buying at other times than the sales days, under the impression that the store is a low-priced institution. Sales on controlled brands are to a large extent made to customers who have learned to ask for them by name.

"It seems inevitable that the practice of emphasizing manufacturers' brands in cut-price sales should lead on the whole to a greater concentration of sales volume on these items than would otherwise occur. In other words the original offer of the cut-price seems to be more effective in influencing the consumer's mind than any attempt to turn attention to other items at the time of the sale.

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"There is a much greater tendency on the part of the consumer to ask for merchandise by brand in stores where this general scheme of merchandise prevails. This undoubtedly can be attributed in large part to actual preference for the leading brands, created either by use or by advertising.

"On the other hand, considerable weight must be given to the fact that the drug store customer has now had long experience with this type of merchandising not only in drug stores but in many other types of outlets. Advertising one thing and trying to sell another is likely to carry the suspicion that there was no sincere intention behind the original offer and that other merchandise offered must be of an inferior character. Recognition of this fact by retail organizations is reflected by the growing emphasis upon controlled brands in their newspaper advertising.

"Another important conclusion is suggested by the study of cut-price sales. Some apparently good and logical basis for the price-cut seems to be necessary in order to give the customer full confidence in a cut-price. The selling of one item at a low price in order to sell another at a good margin has come to be a very transparent device. Most customers, however, seem to be somewhat conversant with the idea that handling cost per unit is less when an item is sold in quantities.

"At any rate some really amazing evidence has been obtained showing that a less drastic cut is required to stimulate the sale of an item in quantities than appears to be necessary to increase the sale of the same item in a single unit basis."

In the mass of material brought out during the conference there were two speeches of particular interest to manufacturers, one dealing with selective selling by wholesalers and the other with the matter of substitution as it applies to advertised and retailer-controlled brands. Excerpts from these papers follow:

"Figures now being compiled indicate that more than one-half of

the customers now served by the average drug wholesaler are served at a loss; that approximately 40 per cent of the retail druggists in the United States are profitable to no drug wholesaler," said John R. Bromell of the Department of Commerce. "In practically every market there are wholesalers who are willing to fill any size order and offer liberal credit terms to any customer, regardless of the volume he offers. This policy encourages many retail druggists to divide their trade among many wholesalers with the result that they are profitable to none.

Selective Selling a Remedy

"The logical remedy therefore seems to be found in selective selling. If every wholesaler would strive to make every customer he serves profitable by seeking the patronage of only that class of customer who is willing to cooperate for mutual gain, the profitless customer list would soon shrink to one of insignificant proportions.

"A customer analysis for a well-run drug wholesale house shows that 20 per cent of the customers served supplied 91 per cent of the sales volume, and that 45 per cent of the customers served furnished only 1 per cent of the sales volume. Thus it is seen that it would be possible for this wholesale druggist to drop 45 per cent of his customers and suffer a loss of only 1 per cent in sales volume.

"There was found to be a direct relation between the number of customers served and certain items of expense, such as direct selling. There is a tendency among salesmen to divide their time on a per-customer basis, with a result that it costs about as much to sell a small-volume customer as it does to sell a large-volume customer. Therefore, the wholesaler whose house was studied could reduce his direct selling cost approximately 45 per cent by dropping his unprofitable customers. This would entail the loss of only 1 per cent of sales volume.

"By dropping the great horde of

small-volume, unprofitable customers which the wholesaler now serves and addressing more selling effort toward the acquisition of worthwhile customers the wholesaler would soon find that selective selling is the surest way to increase sales volume.

"The small-volume, unprofitable customers were found to order merchandise only in very small quantities. The house analyzed had an average order of \$17.31. But 70 per cent of all customers had an average order smaller than that shown for the business as a whole and accounted for only 22.79 per cent of sales, while 26.34 per cent of all customers had an average order of less than \$3.00 and accounted for only 1 per cent of sales.

"Small-volume customers usually have poor credit ratings. Business failures among them are high. They are therefore responsible for nearly all of the bad debt losses and the high collection expense sustained by the wholesaler.

Making a Profit for All

"If all wholesalers in a given market would adopt the policy of selective selling all retailers would be forced to concentrate their purchases with fewer sources. This would greatly reduce operating cost for both wholesaler and retailer and would make each retailer profitable to some wholesaler. Also, by passing on all economies to the retailers the latter would get their merchandise at lower prices and thereby occupy a stronger position in the market. Thus would the adoption of the policy of selective selling result in profit for drug wholesalers, drug retailers, and the consuming public.

"It is not advocated that all small-volume customers be abruptly and arbitrarily dropped. Some such customers are profitable and their trade is desirable. Therefore, the elimination of any particular customer should be predicated only upon a definite knowledge that he is not profitable and that he cannot be made to yield revenue for the wholesaler."

B. B. Aiken, chief, consumer

analysis section of the survey, said, in part:

"In those drug stores which are very aggressively merchandised, notably the chain drug stores, we find a very high percentage of customers specifying merchandise by brand name. For some classes of merchandise, in some stores, this brand specification will run as high as 95 per cent. Contrast this with a low of 57 per cent in a store located in one of the older and more conservative residential neighborhoods and which is not aggressively merchandised.

"Literally thousands of customers complain bitterly of the high-pressure sales methods used to force sales of owned or controlled brands, both in chain and independent stores.

"We find closely allied with brand specification the broad subject of substitution. While observations indicate that in the field of nationally advertised branded goods substitution is attempted in as high as 12 per cent of the observed sales in some stores, and even higher in others, this 12 per cent when given careful examination presents a somewhat different aspect. By commodity groups we have evidence of as high as 20 per cent or more for certain types of merchandise.

"It is probable that most people have viewed the subject of substitution in its simplest form; the effort on the part of the retailer to sell the customer some other article than the one originally requested. There are varied reasons for wishing to sell some article other than the one originally requested.

Two Types of Straight Switching

"The straight switch for profit may be discussed first. We find upon close examination that this divides into two types. In the case of the chain-store organization this switch attempt is made for the most part in the attempt to promote the sale of owned or controlled brands. Our evidence is that the number of successes is small in comparison with the number of attempts. While the attempt to switch the sale is a serious attempt, it is not necessary for the building up of volume that

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"Keeping the product before the customer will result in increased sales in the long run. Our observations seem to bear this out in that we have found that of all sales of owned or controlled brands the great majority, possibly as high as 80 per cent, in some products, were made because that particular brand had been specified by the customer rather than because of sales efforts on the part of a clerk.

"A second type of promotional switch is when a retail druggist, having paid close attention to the sales argument of a manufacturer's salesman, attempts to put into practice some of the things which have been told him, thus attempting to force the sale of this manufacturer's product although some other product may have been requested by the customer.

"The pressure brought to bear on the average retailer to push particular brands, to the exclusion of other brands of the same type of

merchandise, is tremendous. It is a question of very serious import for both manufacturer and retailer. The manufacturer who is inclined to lay all blame for substitution at the retailer's door might well examine his own methods of selling his products to the retailers of the country.

"One interesting type of substitution is that which might be classed as price suggestion, and which occurs when the customer, after learning the price of the article asked for, decides that this price is too high, and virtually refuses to buy. Numerous instances of this nature have been observed and it does not seem unreasonable to suppose that an alert sales clerk, or even the proprietor himself, will take advantage of the opportunity offered and make the suggestion that the store has a similar item at a lower price.

"A similar type of substitution effort is often found in those commodity groups where color, size, shape, etc. are factors in determin-

THE QUALITY GROUP

597 FIFTH AVENUE
NEW YORK CITY

■

ATLANTIC MONTHLY
CURRENT HISTORY
THE FORUM
HARPER'S MAGAZINE
REVIEW OF REVIEWS
SCRIBNER'S MAGAZINE



Believe it or not—the well established men and women voluntarily spending nearly Two Million Dollars this year . . . for the privilege of reading these influential and uniformly high-grade family magazines . . . will surely spend other millions this same year for worth-while commodities, services and recreations.

In the midst of present-day conditions The Quality Group stands specially qualified to render advertisers a service of foremost importance . . . to capture at moderate cost preferred consideration from a great selective market of buyers outstanding in present-day earning and spending power.

ing the success or failure to make the sale; such groups as the popular priced rinse dyes, for example. In the purchase of dyes color is, necessarily, the important factor and if the exact color wanted is not found in the X dyes requested by the customer the chances are that it will be found in the Y dyes which will be offered as an alternative by the sales clerk. Our observations show that almost invariably the alternative dye will be accepted by the customer.

"Evidence in hand is that over a period of time substitution sales of this kind will tend to equalize and have no really appreciable effect on the sales volume of either the X or the Y brands.

"Still other reasons for attempting to substitute have to do with lack of complete stocks or a wide range of brands. Many stores, particularly the smaller stores located in moderate income neighborhoods, carry a limited number of brands. On occasion they receive calls for brands which are not handled and because of this there is a very

natural attempt made to dispose of the brands regularly carried in stock.

"It will be noted that substitution efforts apparently center on the desire to create a market for owned or controlled brands; for greater profits and protection for the independent retailer and for all types of retailers, the desire to render good service to the customer in the store."

Thomas Andrews with Carroll Dean Murphy

Thomas Andrews, for eight years rotogravure advertising manager of the *Chicago Daily News*, has joined Carroll Dean Murphy, Inc., advertising agency of that city, as an account executive.

Buys Calendar Business

The George H. Jung Company, Cincinnati, has purchased the advertising calendar and specialty division of the Fogarty Manufacturing Company, Dayton, Ohio. The newly acquired business will be moved to Cincinnati.

The Drug Products Company, Inc., Long Island City, N. Y., has appointed the Lewis-Waetjen Agency, Inc., New York, to direct its advertising account.

In Boom Times or in Bum Times Reference Media Advertising Pays

*First forms
Now going to press.*



Minneapolis, Mar. 31, 1932.

"The returns from our advertising in MacRae's Blue Book have proven so satisfactory in comparison with other directory advertising that we have discontinued our advertising in all other directories and are concentrating on MacRae's."

FOLEY MANUFACTURING COMPANY.

MACRAE'S BLUE BOOK

16 East Huron St., Chicago
53 Madison Ave., New York

America's Greatest Buying Guide

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Death of Jason Rogers

JASON ROGERS, whose activities are largely credited with having brought about the organization of the Bureau of Advertising of the American Newspaper Publishers Association, died last week at Falmouth, Mass. He was sixty-four years old.

William Thomson, present director of the Bureau, was assistant publisher of the former New York *Globe* when Mr. Rogers was its publisher. At that time Mr. Rogers had an organization known as the United Newspapers of which a number of smaller newspapers were members. There also was in existence the Daily Newspaper Association and the National Newspaper Association.

These three associations under Mr. Rogers' leadership got together and by agreement formed the Bureau of Advertising. At the convention in 1913 the A. N. P. A. permitted this merger to take place with the understanding that the merged organizations be a financially self-sustaining group and that membership in it would be optional with A. N. P. A. members.

The Bureau, by resolution, pays tribute to the part played by Mr. Rogers, stating that the "conception and organization of the Bureau of Advertising were largely the products of his vision and enthusiasm."

Mr. Rogers, who had been engaged in newspaper work since a boy was, at one time, general manager of the Kansas City *Journal-Post*.

H. H. Morse with New York "Evening Post"

Hazen H. Morse, formerly assistant sales promotion manager of the New York *World* and, more recently, with the New York *American* in a sales promotion capacity, has joined the New York *Evening Post*, as sales promotion manager.

Appoints Wertheimer

The Transatlantic Passenger Conference, New York, representing passenger-carrying transatlantic steamship lines, has appointed the L. D. Wertheimer Company, Inc., New York, to direct its advertising account. Newspapers are being used to feature European travel.

80% traced directly to NEWS ad

"Any doubt which we may have had in our minds regarding the pulling power of the Newark Evening News for the merchants of East Orange has been dispelled. Last week we ran our ad announcing a three days' sale, and after a careful check-up we found that 80% of our business could be traced directly to the News ad. The response was so great it was necessary to close our doors for one hour on the first day of the sale to readjust our stock."

The old axiom about "what has been done can be done" has rung true in the case of—* And why shouldn't it—in a great, rapidly growing market of ably responsive moderns, and the country's largest six-day advertising medium influencing their buying habits? What this advertiser has done you can do, with the

Newark Evening News

*Name on file

EUGENE W. FARRELL
Business and Advertising Mgr.
215-221 Market Street
Newark, New Jersey

O'MARA & ORMSBEE, INC.
General Representatives
New York Chicago Detroit
Los Angeles San Francisco

EXCLUSIVELY

on the product

ADVERTISING

A Highly
Responsive
Market at
LOW Cost

There can
be no waste
circulation

The
Reciprocal
(Pat. applied for)
Way

YOUR product harmoniously
advertised on the product that
is used naturally in conjunction
with yours. (Non-competitive
national advertisers only.)

And, reciprocally, their adver-
tising on your Product.

The common inter-
ests tied up in the
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fied with

Consider the Facts!

RECIPROCAL ADVERTISING
INCORPORATED

"THE GOLDEN RULE
IN MERCHANDISING"

102 EAST 30th ST., N.Y., N.Y.

Business Secrets Usually Aren't Very Secret

THE MANHATTAN SAVINGS INSTITUTION
NEW YORK

Editor of PRINTERS' INK:

I have just read "An Inquiring Con-
sumer" on page 85 of the April 21
PRINTERS' INK. It would be interesting
to me to call it to the attention of the
radio department of the advertising
agency.

Last week I telephoned them and then
wrote, asking for the authority they
quoted in a radio program, when they stated that Dr. Samuel Johnson
drank twenty-five cups of coffee a
day. On the phone I was told that their
research department did not consider it
necessary to give sources of such facts
as they had spent time and money over,
and I might for all they knew represent
a rival coffee company! They promised
to consider sharing the secret with me,
if I would put the question in writing,
which I did—so far with no results.

CECILIA H. LAWSON,
Director Service Department.

IT has always been a big mystery
to us why so many advertisers
and advertising agencies pretend
that what they do and how they
do it are deep secrets. The excuse
is usually given that they are afraid
to give out certain information for
fear that competitors will learn
about it.

As a matter of fact, of course,
competitors know practically every-
thing that they want to know about
other companies and what they
don't know they guess at, pretty
accurately, too.

PRINTERS' INK has long been
accustomed to bashful or secretive
advertisers who don't want to talk
for publication. Such companies
have become scarce in recent years
as it has become more generally
realized that there are very few
business secrets worth guarding.
The pages of PRINTERS' INK testify
to the fact that the majority of
advertisers do not wish to build a
Chinese wall of silence around
their businesses. They realize that
every approved means of feeding the
curiosity of the trade, competi-
tors, and the public, should be en-
larged and expanded in accordance
with a constructive program of
sales promotion.

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to let people know it. When curiosity in your business dies, your business may die, too.

Another kind of secrecy seems to be becoming more and more prevalent. Advertisers are making claims and statements in their advertisements which they expect readers to accept as true without any proof. Just what harm, for example, there could be in revealing the source of the statement which Miss Lawson questions is difficult to understand.

Of course, advertisers and their agencies do spend considerable time and money digging up facts for use in advertising. There are times when it is easy to understand why they would be reluctant to reveal all the details. In the majority of cases, however, it is to the advertiser's advantage to be able to support any claims.

If what an advertiser says in his advertising is true, and of course it should be, then it would seem only proper that he should be ready

and willing to answer the queries of any skeptics.

In the article referred to by Miss Lawson, "An Inquiring Consumer," some advertisers' answers to questions raised by a skeptical consumer were printed. Since the appearance of this article several PRINTERS' INK readers have written in describing experiences they have had with advertisers unwilling to answer their questions. The replies which these readers received were so unsatisfactory that they have been led to believe that the statements which they questioned were untrue.

Any company that adopts a policy of silence regarding its sources of information and data risks arousing the suspicions of readers. They figure: "This advertiser probably has good reasons for keeping quiet. He must have something to hide. If what he says in his advertising is true, why isn't he willing to prove it?"—[Ed. PRINTERS' INK.]

THE ROAD TO GOOD ADVERTISING

BY KENNETH COLLINS

Executive Vice Pres. and Director of Publicity, R. H. Macy & Co.

The advertising director of the great Macy store has written a book for all business men—a hard-headed, down-to-brass-tacks, practical book. Read it today. It will help you in your business. (\$2.50).

"A distinctive and excellent contribution to our business literature. It presents the ripe viewpoint of a recognized expert on the subject. It deserves a wide

reading." —PAUL NYSTROM

"Mr. Collins actually succeeds in making a book about advertising lively reading."

—HERALD TRIBUNE

GREENBERG · PUBLISHER · 160 FIFTH AVE., N.Y.

"Back to Good Times"



IN the interest of speeding up industry and increasing employment, the Bank of America, San Francisco, is devoting its regular advertising budget to a special campaign with the theme, "Back to Good Times." One of the objectives is to release millions of dollars in useful credit by increasing

the amount of bank deposits.

The campaign is scheduled to appear in more than 300 California newspapers, outdoor posters, car cards, folders, letters and lobby displays by 410 branches of the bank. A radio program over two stations will present prominent speakers.

THE SECOND SURVEY OF READER INTEREST

IN DIRECT ADVERTISING UNDER

THE DIRECTION OF

DR. GEORGE H. GALLUP

IS NOW BEING ORGANIZED. ADVERTISERS

WHO WISH TO PARTICIPATE SHOULD

COMMUNICATE WITH THE

BLAKELY PRINTING COMPANY

PRINTING • DIRECT ADVERTISING • LITHOGRAPHING

418 SOUTH MARKET STREET, CHICAGO

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Merchandising Sense as Substitute for Fancy Writing

(Continued from page 4)
ing! An idea so closely related to *your* needs, or desires, that it would furnish you the *excuse* to buy the product, the conviction to insist on a particular brand, the decision to trade in a particular store.

In food advertising recipes are a merchandising step in that direction. Assuming that the copy has convinced you that a given product is pure, appetizing, economical, etc., you may "just never get around to using it" without the convenient excuse a recipe offers.

* * *

This article has attempted to deal with the *principle* of merchandising thinking in advertising and its growing importance in relation to the demands of modern marketing.

Many specific examples of its application in advertising have not been cited partially because they are somewhat scarce, but mainly because they vary widely in form, message and idea.

A thoughtful study of advertising in general, and one's own in particular, may disclose how few advertisements even attempt to make a *complete sale*—to merchandise the product all the way through to actual purchase and consumption.

Once again it may not be amiss to observe that merchandising is a *viewpoint* rather than a specific activity—the ultimate aim of which is to increase the *salability, purchase and consumption* of goods.

E. H. Harris Joins Rankin Agency

E. H. Harris, formerly with the Matson-Fogarty-Jordan Company, Chicago, has joined the Chicago office of the Wm. H. Rankin Company as an account executive.

Appoints LaPorte & Austin

The Weldon Roberts Rubber Company, Newark, N. J., erasers and allied products, has appointed LaPorte & Austin, Inc., New York, to direct its advertising account.



The Xth Olympiad An Outdoor Advertising Opportunity

The Xth Olympiad—to be officially opened by President Hoover at Los Angeles on July 30th, the greatest gathering of dignitaries ever to assemble on the Pacific Coast; two thousand athletes from thirty-five nations; competitions in nine or more stadia, auditoriums, and water courses; cosmopolitan crowds.

Such is the scene the Xth Olympiad will create. But that is not all. The Pacific Coast, always a mecca for over a million visitors annually, will be host to many important conventions. Forty-nine conventions in Los Angeles during July and August; the Shriners and United States Chamber of Commerce in San Francisco, the American Legion in Portland, Rotary International in Seattle.

Here is plus circulation—a concentrated cross-section of the national population, visiting the many points of interest in California, Oregon, and Washington, from Mexico to British Columbia—circulation milling up and down the entire Pacific Coast.

Outdoor Advertising will cover this concentrated group Effectively—Economically—Constantly—Daily.

Investigate the Outdoor Advertising facilities which Foster and Kleiser Company have to offer—thru your advertising representative, or write us direct.

Foster and Kleiser
COMPANY

GENERAL OFFICES: SAN FRANCISCO
Operating plants in California
Washington, Oregon and Arizona
Offices in New York and Chicago

Proving Claims to Dealers

FOR some little while, the Scott Paper Company has been using strong reason-why copy in its consumer advertising, based on the purity of ScotTissues. Naturally, that sort of appeal leads back to the factory and the thought occurred that the consumer campaign would be considerably strengthened if the trade were shown that these claims are based on fact, not fancy.

The resulting portfolio measures approximately 11½ by 16½ inches. The size, in itself, is impressive. The photographs used gain added value by being blown up to take advantage of the large page size. There are twenty-eight pages in the portfolio, including front and back covers, and each page is given over largely to giant photographs.

In planning the portfolio, it was decided to spotlight the explanatory talk by using the currently popular balloon devices. It was felt that this would personalize the conversation; give it more human interest than

ordinary type. A panel of text which appears in conjunction with each picture furnishes supplementary explanatory information.

Because of the large size, the portfolio cannot be carried in a salesman's brief case without being folded. The portfolio was so stitched and a paper stock used that permit folding the portfolio without cracking the pictures.

An all-over photograph is used on the cover. Mortised in is a letter signed by Thomas B. McCabe, president of the company.

The letter explains the purpose of the book and invites the reader "to accompany the chief of our Consumers Representatives Department on a tour of our plant through the medium of this book."

The book was mailed to a selected list of key accounts, chain-store buyers, and wholesale salesmen and was offered to the company's own salesmen for their use in personal selling.

A Three Decker



This Three-Deck Outdoor Bulletin Is Being Used in Detroit. It Is the Second Time That Plymouth Has Used This Poster Group. The Showing Will Appear for Two Months. It Will Be Noticed That an Actual Model Appears on the Platform in the Foreground

Gits' / Results

“All told we received a total of 148 inquiries, up to January. During January, we received 59, mostly from good, reliable, well-known companies. A total of 5000 knives were sold. In addition some valuable contacts were made that we expect will convert into orders before the year is out.”

MAYBE THIS
IS THE
SOLUTION

IT
TAKES
A LITTLE
GIFT
SOMETIMES
TO OPEN
CLOSED MINDS

Or melt the barrier of tough sales resistance. Situations may exist now in which proper use of a good will ambassador, like the Gits-Nife, will prove a profitable solution. If so the Gits-Nife is at your service.

Every time this handy knife is used your name (or slogan) smiles out at the user, reminding him of your excellent products and the service you stand ready to render him.

For details of this unusual and inexpensive knife write to

GITS BROS. MFG. CO.
1846-64 S. Kilbourne Ave.
CHICAGO, ILL.

Would you like a sample knife? Write for it on your company letterhead.

MANY advertisers have received excellent results from small space in **PRINTERS' INK MONTHLY**.

Certainly an audience that proves so thoroughly alive to advertised appeals should be included in the sales plans of any producer of a product or service that could be used advantageously by America's progressive advertisers and merchandisers.

To have your messages delivered direct to sales and advertising executives who count—to buyers of advertising service and materials, use **PRINTERS' INK MONTHLY**.

PRINTERS' INK

Registered U. S. Patent Office

A JOURNAL FOR ADVERTISERS
Founded 1888 by George P. Rowell

PRINTERS' INK PUBLISHING CO., INC.
Publishers.

OFFICE: 185 MADISON AVENUE, NEW YORK
CITY. TELEPHONE: AShland 4-6500. President,
J. I. ROMER; Vice-President, ROY DICKINSON;
Vice-President, DOUGLAS TAYLOR; Secretary,
R. W. LAWRENCE; Treasurer, DAVID MARCUS.

Chicago Office: 6 North Michigan Avenue,
GOV'T COMPTON, Manager.

Atlanta Office: 87 Walton Street
Geo. M. KOHN, Manager.

St. Louis Office: 915 Olive Street
A. D. MCKINNEY, Manager.

Pacific Coast: M. C. MOGENSEN, Manager,
San Francisco, Los Angeles, Seattle, Portland.

Issued Thursdays. Three dollars a year, \$1.50
for six months. Ten cents a copy. Canada

\$4 plus duty \$2.60 a year. Foreign \$5 a year.

Advertising rates: Page, \$135; half page, \$67.50;

quarter page, \$33.75; one-inch minimum, \$10.50;

Classified, 75 cents a line, minimum order \$3.75.

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C. B. LARRABEE, Associate Editor

BERNARD A. GRIMES, News Editor

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J. G. Donley Allen Dow

Don Masson

Chicago: P. H. Erbes, Jr.

London: McDonough Russell

NEW YORK, MAY 5, 1932

"Captains Courageous" Here and there the old courageous spirit is cropping up, and it is high time. We were beginning to wonder if America were going soft, what with all the hushed voices, the profusion of crape and the big parade of tin-cup toters.

The doughty Michael Cahill, president of the "Katy" railroad, has made a few remarks for the benefit of those whose vision has grown myopic through too close attention to what General Dawes has clarifyingly called the "peanut stand" of Wall Street.

Mr. Cahill is tired of the economic hypochondriacs "who cultivate a hangdog look and want to be down in the mouth, sad and broke, because it is the fashion of the times."

And he said something for business men to take to heart: "I could wreck the 'Katy' in two days if I started West bawling out employees

all along the way, criticizing this, knocking that. But this isn't the time to be taking a fall out of anybody. This is the time to be out in front leading, showing the way.

"Now is the time," continued Mr. Cahill, "for the captains to get out on the bridge. Now is the time for them to leave their charts in the cabin, stand out front and show what they know. This isn't the time for vacations and leaving things to subordinates. It's the time for leaders everywhere to show their stuff, if they have it in them."

We might add that this is the time for the "captains courageous" of business to bring forth those new products which have been whispered about so much. Hook them up to the driving gear, get them into the fight for business and run the productive pennants of new advertising campaigns up to the mastheads.

Moth-Ball

Money

Henry Ford, on a trip with his wife to look over the flower gardens of Virginia, stopped in to see President Hoover.

"I told the President," he said, "that we are selling all the motor cars we can make, and we are getting in lots of cash in big bills; I mean the old-style large-size ones that might have been in hiding."

The Crowell Publishing Company discovered that a tax collector in a back county of North Carolina took in more than \$10,000 in the old-fashioned $3\frac{1}{2}$ by $7\frac{1}{4}$ -inch bills, and a whole lot of them the collector said, "smelled of moth balls."

This moth-ball money is being circulated in a large list of cities and towns in a series of one-day sales, when merchants advertise heavily in co-operation and stir up general interest.

A group of furniture stores, cited again by the Crowell publications, took in \$145,000 in one such sale, and \$48,000 of it was moth-ball money.

Hundreds of merchants in widely scattered parts of the country tell similar stories of the flood of old money coaxed surprisingly out of camphor by aggressive and well-planned sales efforts.

But such money stays in the

chest told some form of ideas are being from its makers with are cap now.

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chest or sock unless people are told why they should exchange some of it for satisfaction in the form of wanted merchandise. New ideas in management, added values are beginning to drag some of it from its hiding places. Only when makers and merchants sell now with all the ideas of which they are capable, will people really buy now.

How about some sort of a national selling slogan on these lines: "Moth-ball money merits masterful management."

Architectural Showman-ship Made public by the Institute of American Architects, the first report of President Hoover's survey of social trends, dealing with the nation's architecture, contains the following:

"Business buildings, such as stores, offices and theaters, which a century ago were of almost no architectural consequence, today have assumed prime importance. This change is due chiefly to the modern devotion to advertising in all commercial undertakings, though with this there enters an element of personal pride on the part of the merchant owners.

"An early expression of just this combination of motives was P. T. Barnum's residence, Iranistan, at Bridgeport, Conn., designed by a London architect in fantastic Moorish style and built regardless of expense within unobstructed view of the main railroad line."

Architectural showmanship may, perhaps, be akin to advertising. The phrase in the report which saves advertising from the sin of boom-time vainglorious overconstruction is—"an element of personal pride." Some times, too, that element enters into advertising in its strictest sense.

There is one consolation. The urge for personal glorification in enduring steel and stone usually comes after—not before—resultful advertising has produced the wherewithal. So that architectural showmanship often erects what is really a monument to successful advertising.

Graduates Hunt Jobs

Up to 1929, industry was on a man-hunt for promising college graduates. Now graduates hunt jobs. This reversal may seem discouraging to this spring's output of 100,000 men who would ordinarily have "the world by the tail and a down-hill pull."

But the long-time trend, as Professor A. L. Winsor of Cornell University points out, should buoy their hopes. He quotes a study by General Rees, of the American Telephone & Telegraph Company, which shows that industry employed 20,000 college graduates in 1910, and 40,000 in 1930.

At the same rate, nearly 55,000, or 37 per cent more college men will be employed by 1940. In 1910, 21 per cent of supervisory and professional staffs were college trained; in 1920, 23 per cent; and in 1930, 27 per cent. At the same rate, the percentage in 1940 will be thirty-three.

Professor Winsor advises, "Of those who choose industry, 60 per cent should prepare for positions in distribution and 40 per cent for positions in production."

The profession of advertising and merchandising may thus be assured of its share of those who start out with complete knowledge of what it is all about and end up in the profound wisdom of deep doubt—"even as you and I."

Lemons and Vice Versa The United States Department of Agriculture announces, with becoming pride, that it has succeeded in crossing the ordinary lemon with the common Mexican lime.

The new citrus fruit is said to be harder than either parent, immune from both lime and lemon diseases, as big as the usual lemon, and it has a pleasing flavor all its own.

The new—that's the question, what to name it?—will probably not be on the market for several seasons yet. Just as a suggestion, we offer the lilting "lemonlime."

Gin makers may rejoice in the advent of the "lemonlime," but what this country really needs is a cross

between a lemon and a melon—something to strike a balance between that fragrant crop of 1929 and today's acrid fruit, something to be taken *straight*.

**Contest
Indigestion**

The run which started innocently enough as an interest stimulant for consumers seems on its way to becoming a contest among advertising promoters of contests.

As the number of prize contest advertisers grows and as the value and profusion of prizes increase, observers are reminded in many respects of happenings in the recent paid testimonial era. Like the testimonial, the contest appeal has its legitimate and sensible place as an advertising tool. It also inflicts its penalties upon advertising collectively when its use is abused and carried to excess.

The period of excess is already with us.

Is the inference to be drawn that this reflects a scarcity of copy ideas? Does it mean that a number of advertisers have found that the possibilities of featuring the merits of products have been exhausted; that advertising can only arouse interest by holding bags of oats before the public?

We cannot help feeling that the heavy trend reflects on the ingenuity of advertisers.

**Pay-Day
Horde**

All citizens of this country are progressively paying more and more for Governmental service—Federal, State and local. Everybody pays taxes in many forms, whether property owner or not, big income or little wage man. The total bill now equals about 22 per cent of all incomes, according to the Alexander Hamilton Institute.

In the following, J. P. Bowles, of the Institute, paints a veritable pied piper picture of pay day in a Government department where jobs are many and workers few:

"Here is a clerk sorting a few dozen cards, and all day long star-

ing at them and making passes at them in a futile attempt to look busy. Here is a single laborer working casually, but working, with a foreman to keep him company. Here is the department of such-and-such, where on pay day a horde of office parasites come out of ingenious hiding places."

Mr. Bowles concludes, "Until the lay public is relieved of this burden the depression will never be thoroughly lived down."

The picture is not overdrawn, and it is scarcely possible to over-emphasize the need for action. Perhaps one way to stir to action that part of the lay public which does not pay taxes directly would be for landlords to itemize rent bills, separately listing that part of the payment by the tenant which goes to the tax collector. This has been done for several years in at least one co-operative apartment house.

If this idea were logically extended, perhaps many indifferent, because unwitting, tax payers would put some of the old punch into *vox populi*.

**J. W. Hubbell Advanced by
Simmons**

John W. Hubbell, for the last three years promotional sales manager of The Simmons Company, Chicago, has been appointed advertising manager of that company, with headquarters at New York. He will continue also as promotional sales manager. Before joining The Simmons Company Mr. Hubbell was with the Curtis Publishing Company.

**Fred Boulton Returns to
J. Walter Thompson**

Fred Boulton has been appointed art director in the Chicago office of the J. Walter Thompson Company. He was previously with the Art Directors Service, of that city, and was formerly associated with the Thompson agency.

Joins Silberstein Agency

Jules G. Blatteis, formerly production manager of Martin & Sandak, Inc., New York, has joined the production department of Alfred J. Silberstein, Inc., advertising agency, also of that city.

Has Cosmetic Account

The Martha Lee Company, St. Louis, cosmetics, has appointed Lake-Spiro-Cohn, Inc., Memphis, to direct its advertising account. Newspapers and magazines will be used.

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Make your dealers easy to find

Many advertisers, in their zeal to make consumers want their products, overlook an elementary law of salesmanship: "Make it easy for prospects to buy your product."

By making it easier for prospects to find your local dealers, you make it easier for them to buy your product or service.

"Where to Buy It" tells prospects *exactly* where to find your nearest dealer. This is how it works: (1) Your authorized local dealers are listed under *your trade name* in the classified tele-

phone books wherever you have distribution. (2) Your advertising and broadcasting refer people to these local "Where to Buy It" listings.

The logical result is that you increase your sales by making results from your advertising more certain.

You will find such names as Goodrich, Remington-Rand, General Electric, RCA Victor in "Where to Buy It."

Investigate this service. Ask your agency for full particulars, or write or telephone direct.



WRITE OR TELEPHONE: Trade Mark Service Manager, American Telephone and Telegraph Co., 195 Broadway, New York, N. Y., (EXchange 3-9800)—or 208 W. Washington Street, Chicago, Ill., (OFFicial 9300).

Personality in Publication Promotion

THE personality of the publication is the most interesting and most vital theme for promotion of publication advertising space, W. J. Byrnes, manager of publicity, Chicago *Tribune*, declared in a talk before members of the Chicago Business Papers Association last week. Statistical information, lineage and circulation figures have a proper place in occasional advertising, but they should not subordinate the more important compelling story of the "intangibles" which can be made unforgettable, he pointed out.

"When a publication promotion man has put across the story of the personality of his publication, he is only doing what good promotion has done for other products and services," Mr. Byrnes went on. "He has not concealed the concept and full stature of his paper behind a few figures. He has not devitalized the scope and vigor of his editor's page, nor crowded the skill and resourcefulness of his news department within the angular prison of statistics.

"He has identified his paper as one with intrinsic merit regardless of the volume of lineage it carries and the amount of circulation it enjoys. He removes it from the attacks of those who today are attempting to extort the last possible concession from publishers."

The one cardinal responsibility of every promotion man today, he said, is the job of rehabilitating an appreciation of value.

Appreciation of advertising values has degenerated as a part of the general abandonment of moral values. "Publications," asserted Mr. Byrnes, "provide the force to counteract current evasions. Readers know it, if advertisers do not, and it is just this quality which gives the promotion man a powerfully moving theme. This reader confidence is the greatest indication of the ability of a publication to give an advertiser his money's worth."

Mary Coffey Heads Chicago Advertising Women

Miss Mary Coffey was elected president of the Women's Advertising Club of Chicago at the annual election held this week. Miss Coffey, who is space buyer for Guenther-Brown & Company, succeeds Lucille B. Fisk, of American Home Magazine Publishers.

Other new officers are: First vice-president, Ruth Fisher Gragg; second vice-president, Anita Kepler, Citrus Products Company; recording secretary, Elsa J. Smith, Macfadden Publications; corresponding secretary, Clara Funk, Robert G. Marshall Letter Company; treasurer, Sadie Grogan, Landfield Printing Company; historian, Ethel Griffin, Lord & Thomas and Logan, Inc. The new officers, together with Miss Fisk, constitute the board of directors.

E. Evelyn Grumbine, *Child Life*, was re-elected chairman of the program committee and Florence Neighbors, Carroll Dean Murphy, Inc., was re-appointed financial committee chairman. New committee chairmen are: Membership, Georgia Rawson, State Teachers' Association Group; publicity, Emily Hall, Philip Morris Advertising Service; social, Ruth Procter, Northern Trust Company, and vocational, Prudence Allured, Manufacturing Confectioner.

Miss Mary Coffey



Heads Little Rock Club

Brom Ridley, of the Little Rock, Ark., *Gazette*, was elected president of the Little Rock Advertising Club at its recent annual meeting. Mr. Ridley succeeds George Rose as president.

Other officers elected were: Vice-presidents, C. B. Smith, Western Newspaper Union, and Walter Haun, Peerless Engraving Company, and secretary and treasurer, Gustave Shrader. Directors elected were: J. W. Strawn and Miss Mary Fein.

Poor Richard Club to Hold Outing

The Poor Richard Club of Philadelphia will hold its annual spring outing at the Manufacturers Country Club, Oreland, Pa., on May 18. Howard C. Story is chairman of the committee in charge of arrangements.

Michigan Outdoor Group to Meet

The Outdoor Advertising Association of Michigan will hold its annual meeting at Port Huron, Mich., on May 26 and 27.

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Advertising Affiliation Ready for Convention

THE program for the twenty-ninth annual convention of the Advertising Affiliation, to be held in Cleveland, May 13 and 14, has been completed. The morning of May 13 will be devoted to a welcoming session with Charles H. Kellstadt, president of the Cleveland club, Ray T. Miller, mayor of Cleveland, F. J. L. Seldon, president of the Affiliation, and William Ganson Rose as speakers. Following the Affiliation luncheon, regular sessions will get under way in the afternoon. The program follows:

May 13, afternoon: Keynote address, "Tune Up the Business Engine," Harry W. Freda, manager, Manufacturers' Life Insurance Co.; "Profit Thinking in Marketing," C. E. Knoepfel, assistant to the president, Advisory Management Corporation; "Business Dawn Out of Depression Days," George W. Coleman, president, Babson Institute, and "New Modes of Thought for Advertisers," Dr. Herbert W. Hess, Wharton School of Commerce. *Evening:* "Advertising's Fourth Dimension," Harry Howlett, sales manager, Radio Station WHK; "Five Knock," Russell T. Kelley, president, Russell T. Kelley, Ltd., and "Promoting the Sales of G-E Refrigerators," Walter Daily, sales promotion manager, G-E Refrigerator Division.

The retail departmental will also hold a session on the evening of May 13, with Richard G. Roth, vice-president, Wm. Taylor & Sons, acting as chairman. Speakers will be: Olive Smith, Amos Parrish Co.; I. T. Hirschmann, director of publicity, Lord & Taylor, and Fred Nichols, chief of merchant's service bureau, National Cash Register Co.

May 14, morning: Direct-mail departmental, "Making Direct Advertising Pay Its Way," Chairman, A. A. Ackley, assistant to the sales manager in charge of advertising, Addressograph-Multigraph Co.; Wilson D. Rogers, special representative, Oxford Paper Co.; and Ray N. Fellowes, Canadian manager, Addressograph-Multigraph Co.

Evening: "Putting Science into Advertising," Dr. L. D. H. Weld, director of research, McCann-Erickson, Inc.; "Profitable Selling," Carle M. Bigelow, president, Bigelow, Kent, Willard & Co.; "Shy Little Buttercup Selling," Freeman Barnes, sales promotion manager, Nela Park G-E, and "Summing Up the Convention," Jay Fuller, secretary, Advertising Affiliation. Business session, reports, etc.

Evening: Advertising Affiliation Banquet: Speaker, Harry Boyd Brown, advertising manager, Philco Storage Battery Company.

With Sylvania Industrial Corporation

Miss F. T. Helmer, for the last six years manager of the New York office of the Westfield River Paper Company, Inc., Russell, Mass., has joined the sales department of the Sylvania Industrial Corporation, New York, manufacturer of Sylphrag transparent cellulose.

H. L. Rohrback, Director, National Outdoor Group

H. L. Rohrback, president and manager of the Midwest Outdoor Advertising Company, Casper, Wyo., has been appointed national director from Wyoming of the Outdoor Advertising Association of America, Inc. He succeeds A. W. Lonabaugh, resigned.

O. F. Bartlett with Carpenter Agency

O. F. Bartlett, formerly advertising manager of the National Acme Company and, until recently, space buyer of The Sweeney & James Company, Cleveland advertising agency, has joined Carpenter Advertising, Inc., of that city, as an account executive.

Fafnir Bearing Appoints Remington

The Fafnir Bearing Company, New Britain, Conn., has appointed Wm. B. Remington, Inc., Springfield, Mass., advertising agency, to direct its advertising account. This appointment is effective July 1.

Joins King Typographic Service

B. W. Radcliffe, Jr., recently with Advertising Typographers, Inc., and before that with the G. M. Basford Company, New York advertising agency, as typographer and layout man, has joined the King Typographic Service Corporation, New York, in a creative and contact capacity.

Appoints Morgan Agency

The Buckeye Traction Ditcher Company, Findlay, Ohio, has appointed The Morgan Advertising Company, Mansfield, Ohio, to direct its advertising account.

Appointed by Mears

J. A. Gollin has been appointed director of the marketing service division of Mortimer W. Mears, Inc., St. Louis advertising agency.

Appoints Dana Jones Agency

The Western Venetian Blind Company, Los Angeles, has appointed the Dana Jones Company, of that city, to handle its advertising account.

The Little Schoolmaster's Classroom

A FRIEND of the Schoolmaster from Dallas, Tex., received a letter last week which turned him from wrath to amusement, then admiration.

He admits he was sore as a pup when three mistakes were made in a row on an important order he had given.

He was so annoyed he sat down and dictated one of those scorching letters, then sat back to wait for the expected abjectly apologetic letter with the usual line of alibis.

"Imagine my surprise," he writes, "When I received a letter from R. A. Johnson of the Company at the top of which appeared a neat lock of dark brown hair. Mr. Johnson's letter reads: 'Enclosed you will find a lock of hair. It is part of the amount I tore out when I read your letter telling us about the mistakes we made in your recent shipment.'"

Then he went on to tell about the reasons each mistake was made, but as his formerly irate customer admits "by that time we were laughing so much at the lock of hair and his clever opening paragraph that we were all through being angry about the mistakes, even before we had read the explanations."

It was a swell idea because it worked, but the Schoolmaster hopes the mistakes will stop.

A lock of hair every little while would ruin most coiffures. There is one company, the Schoolmaster knows, which would have to keep a flock or herd of brown lock-raisers.

Consumer contests are always attended by a certain amount of hullabaloo—until the date when final entries must be in. Then, as a rule, follows a deep silence on the part of the manufacturer while impatient contestants fretfully await the checks they hope to get. This impatience is not conducive to the building of good-will.

The Consolidated Cigar Corporation, manufacturer of Dutch Masters Cigars, on April 11 closed a

word contest. Instead, however, of maintaining a dignified silence the company used space on the radio pages of newspapers to announce that it had been swamped with entries.

"The judges are snowed under, swamped," the copy says. "Each entry is being carefully read, but it is going to take weeks yet to finish the task conscientiously. Just as soon as a decision can be reached announcement will be made in this newspaper."

Now, having handed the fretful contestant a sedative, the company goes on to do its best to take up the slack which is inevitable as a follow-up on a contest that encourages the purchase of merchandise.

"A flood of letters tells us of men who, during the contest, smoked Dutch Masters cigars for the first time and how no other smoke will ever again satisfy them," continues the copy. "So, light up Dutch Masters—they'll put you in a calm, happy mood while waiting for the winners to be announced."

* * *

Recently Class member S. Castagnola, of the Lionel Corporation, told of some of the difficulties that company has with children who are careless in either submitting illegible names and addresses or forgetting the address entirely.

Another member of the Class, I. W. Baum, from the depths of his experience as a Scout Master, offers the following suggestion which applies not only to Lionel but to other companies:

"Where boys forget to write their addresses, hold on to the envelope to see where the letter came from. The postmark will tell. Get a directory of that city and address a card to every home where the residents have the same name as the boy who signed the letter.

"The card would have a picture of the catalog, with legs, arms, etc. The catalog would speak as follows:

The Round-Up

DURING the forty-four years of its existence PRINTERS' INK has continually searched out the facts of progressive business experience for the benefit of its readers.

These facts have been secured from leaders of action and thought in all lines of industry and passed on through the pages of this publication to other men in other places facing the same problems.

Thus it may be said truly that the readers of PRINTERS' INK are also its writers, willing to share the benefits of their experience with other business men.

This editorial policy, consistently followed

through the years has built an audience of progressive, alert business men, ready at all times to accept new ideas, receptive to suggestions for bettering their own sales and advertising policy.

This round-up of a receptive audience makes it possible for the publisher and seller of advertising services to reach at a surprisingly low cost a group of prospects difficult to isolate and meet in any other way.

It is a fine time to back up a sales force which is called upon to search out just this type of prospect, in the great round-up of potential purchasers offered in the

PRINTERS' INK PUBLICATIONS

The Womans Press

(National Magazine of the Y.W.C.A.'s)
offers you an avenue of approach to a

Country Wide Camp Market.

289 Summer camps attended by over 100,000 girls each season.

Our services to advertisers establish a contact with the directors who buy the supplies and equipment necessary to operate these camps.

You can assist their buying by a presentation of your products in our advertising columns in the June issue of the Womans Press.

Our forms close May 15.

DOROTHY PUTNEY, Adv. Mgr.
600 Lexington Avenue New York
PLaza 3-4700

ACCOUNT EXECUTIVE WANTED

A high class A. A. A. A. agency, serving a splendid list of clients, has an opening for an experienced executive of the right type who can secure immediate business. No capital is desired. Write stating qualifications and nature of business handled. Inquiries treated in strictest confidence.

Address "J," Box 26
Printers' Ink

"Somebody by the name of (fill in correct name) sent for me, but he didn't say where he lives. If he is in this house, just put me back in an envelope and mail me to (company name) and I'll be glad to bring our whole family album to him."

"After the catalog hunter has been located, another card may come with the catalog. On this second card, the catalog would again be pictured with its arms, etc. But this time it would be completely exhausted, saying it is tired after the long hunt but having finally arrived it is ready to disclose a wealth of playthings."

"In that way the company keeps the boy's interest and at the same time soothes for the delay due to his own shortcomings. Also it makes light of his error."

The Schoolmaster would like to hear from other Class members. Many of them are faced with this problem of careless inquirers and doubtless a number have worked out satisfactory or semi-satisfactory solutions which may be simpler than Member Baum's.

* * *

The Schoolmaster likes the way the Eastman Kodak Company in its recent consumer advertising has turned its back on the fact that we have been in an era of price advertising.

In a full page the company features two new models and in the copy talks about the most expensive types in these models. For instance in telling of the new Kodak Six-16 it says, "the price, with a true Kodak Anastigmat lens, f.6.3, and a shutter that splits seconds to one one-hundredth, is \$17. The Kodak Six-16 is also furnished at even lower prices with a single or double lens."

Price has its appeal—no question of that—but the time seems ripe for more advertisers to do as Eastman has done, that is, to feature the best model first and let the lower-priced models ride along behind.

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The sales promotion manager of a company which distributes, among other things, a great variety of

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electrical household products, recently told the Schoolmaster that at various times the executives of his company have seriously considered starting a chain of stores.

"Always," said the S. P. M., "I have been able to argue them out of the company-owned chain idea. One little statement of fact has done the trick. 'You can't hire good merchandisers,' I reiterate.

"Successful chains handle products which are bought, not sold. Most of the failures have tried to handle merchandise which is not bought, but has to be sold. As soon as you begin to retail products, such as ours, which must be sold, you must have good merchandisers; and such men can't be hired, because they can make more money and be happier working for themselves."

The fate of merchandise that has to be sold—even after advertising's job has been well and consistently done—is in the hands of the retailer, today more than ever. Hence, wise advertisers are overhauling and educating and strength-

ening their dealer organizations in every way possible.

* * *

The Schoolmaster has inspected many test kitchens. Most of them have been more like laboratories and those in charge of them have been more like scientists than cooks. The other day, however, he visited the new test kitchen of the Loose-Wiles Biscuit Company in its Long Island City bakery.

This kitchen is a cozy, homelike room with curtains at the windows. It might have been lifted right out of almost any modern model home. And it has a woman cook in charge who knows her onions, although the Schoolmaster doubts whether she is called upon to prepare many dishes containing that vegetable. Her duties are to develop new ways of using Sunshine biscuits and originate new menus.

The kitchen would make any housewife envious with its wealth of utensils and equipment. The Schoolmaster doubts, however, whether the average woman would run her kitchen quite as method-

An Exceptional Opportunity for a *Sales Manager* who has a *Product to market*

ONE of our clients, a nationally known Middle West manufacturer, is interested in hearing from a capable sales manager with experience in the Electrical Appliance Field. This company desires to add a new product to its line and offers an unusual opportunity to a man who has a definite product in mind and can show good evidence that he can sell it in profitable volume. An efficient manufacturing organization—financially strong—and a definitely progressive management is ready to extend thorough cooperation. Any electrical appliance will be given serious consideration, but one that requires a motor is particularly desired. Kindly send us details as to product and personal experience. If interesting, an interview will be arranged.

Behel and Harvey, Inc.

Room 1904 Daily News Building, Chicago, Ill.

A real
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man

He's got to be one of those one - man - agency fellows. Know how to write, how to talk to people, how to be a good all around agency man. We don't care who he was with—whether he is old or young—we want ABILITY! State money expected. Address, with samples—"L," Box 27, Printers' Ink.

Lost in Depression

Ten Per Cent Net Profit

FOUND—A sales offset that restored it in:

"POWERS THAT MOVE MEN TO ACTION"
Mailed Without Charge on Letter-Head Request

ROBERT RUXTON
10 High Street Boston, Mass.

Sales Manager and Assistant Editor
of a National Trade Publication—
young, aggressive, with ten years' ex-
perience, proven ability and results—
wishes to make a connection with a
financially sound, progressive agency.

Could bring new business with him

Address "E." Box 25, Printers' Ink

ically as this one is conducted. It is a step nearer the real home kitchen but the Schoolmaster will never be satisfied until he finds a test kitchen with a sink full of dirty dishes, a squawking baby and an ice box with the drip pan running over.

When recipes are tested in such an atmosphere, then they will be truly kitchen tested.

Framed and mounted in plain sight above the desk of the president are four letters. Three of them were written by men no longer with the organization, and one was written by the president himself.

They all cost business. One of them came near losing the largest and most important customer, whose good-will had been built up over a period of years. All the letters were written in anger and they hang there now as a reminder to the man who controls the destinies of a large corporation, famed for the number of letters it writes and the effectiveness of its letter campaigns.

Today every letter that comes over the president's desk from an angry customer is handled by him and him only. If a member of a particular department dictates the letter because of details of which he only has knowledge he must do it in the presence of the president.

There should be a happy mean in answering the angry letter. It should not attempt to prove the other man wrong, but try to show him that there is an organization spirit and a pride back of the letter which is equal to that in his own organization.

Letters written to angry customers should be neither spineless nor spiteful. Written interestingly in friendly, frank and full manner, they can and do save trouble at the start and keep many a concern from losing valuable goodwill.

"GIBBONS knows CANADA"

Classified Advertisements

Classified advertisements in "PRINTERS' INK" cost seventy-five cents a line for each insertion. No order accepted for less than three dollars and seventy-five cents. Cash must accompany order.

First Forms Close Friday Noon; Final Closing Saturday

BUSINESS OPPORTUNITIES

WANTED—Advertising salesman to become financially interested (about \$1,000) in small Chicago business paper and take charge of advertising promotion on part-time basis. Box 327, P. I., Chicago Office.

FAMILY MAGAZINE—Ill-health justifies owner in selling centrally located and prominent monthly magazine. Paid circulation over 550,000, expirations killed. Circulation, established business, producing plant, equipment and advertising contracts will be sold free of indebtedness. Efficient organization with established representatives in principal advertising centers. Favorable terms. Box 333, P. I.

EMPLOYMENT SERVICES

"You're what I need. Yours is the organization that can help me reach the businessmen with whom I desire to be associated. I am reliably informed you have the EXPERIENCE, CONTACTS and TALENTED ORGANIZATION with which to reach my market. That's why I came to you." Engaged us today. Consult PENN today. 535 5th Av., N.Y.C. [REDACTED]

HELP WANTED

WANTED—IDEA AND COPY MAN

DIRECT MAIL EXPERIENCE PREFERRED. CHARLES W. GROVES, CHAMPAIGN, ILLINOIS.

Typography Salesman

Established typographer will offer exceptional opportunity to man with good agency connections. Box 329, P. I.

OLD ESTABLISHED 4-A AGENCY

has room for account executive. An interest in the agency will be given to the right man. Full co-operation of organization kept up to normal strength—moderate-sized agency—40 years in New York City. Write Box 338, P. I.

POSITIONS WANTED

TYPOGRAPHY—Young man, 30, seeking position offering opportunity to learn typography. Has thorough knowledge layouts and art work. Small initial salary. American. Box 339, Printers' Ink.

ARTIST—EXPERT LETTERING AND LAYOUT MAN, fifteen years' experience on national accounts, available for full- or part-time position. Charles Ritter, Hotel Taft, New York City.

YOUNG MAN, WIDE EDITORIAL EXPERIENCE, SEEKS EDITORIAL OR ADVERTISING POSITION. Knowledge of copy and layout, sales experience. Box 334, Printers' Ink.

Editor, four years' experience in make-up, special writing and organizing correspondents for leading business publication. Newspaper experience. Age 31, Christian, college trained. Now employed, but seeking new connection. Box 336, P. I.

YOUNG MAN, 23, high school graduate. Now employed. 4 years' experience in advertising and general office routine. 2 years' training covering all branches of advertising. Pleasing personality; hard, willing worker. Seeks permanent position with agency or advertising dept. Moderate salary if opportunities exist. Box 328, P. I.

I WANT HALF A JOB

Copy writer: general, trade paper, direct mail, house organs, promotional. I generate ideas or develop yours; plan campaigns; make presentable rough layouts. Free-lance business takes half my time—will you buy the other half? Box 337, P. I.

HERE'S A 1932 BUY

5 years Ayer, production, research, contact, new business. Serviced businesses totalling over million. 8 months retail sales and promotion. Believes "shoe-leather" better than "text-book" method. Some manufacturer or agency can use this man profitably. Splendid recommendations. Age 27. College graduate. Family man. Box 335, Printers' Ink.

ADVERTISING—MERCHANTISING—EDITING

Certainly *some* progressive firm can use this 13-year experience—with national advertisers and 4A agency. Competent to handle plans, copy (publication and direct mail), house or trade magazines, layout, production, promotion, sales training. Age 37. Go anywhere. Box 332, P. I.

SALES AND ADVERTISING MANAGER

Have planned sales and advertising campaigns for national manufacturers the last 10 years. Familiar with modern merchandising methods and handling salesmen. Age 33; College Education; reside in Chicago, can go elsewhere for the right opportunity. Box 331, P. I., Chicago Office.

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